

# **PARTNERSHIPS and ACCOUNTABILITY**

An annotated bibliography summarising the most important publications addressing the issues of accountability, partnerships and capacity building

Ashman D. (2001) Strengthening North-South Partnerships for Sustainable Development. *Nonprofit and Voluntary Sector Quarterly* 30(1). Institute for Development Research.

Although American private voluntary organisations (PVOs) have been working for more than a decade on improving their partnerships with Southern NGOs, current surveys indicate that there is still a gap between PVO and Southern NGO perceptions of effectiveness. On the basis of a comparative analysis of four case studies of partnership between United States PVOs and African NGOs, this article suggests that the remaining barriers to effective partnership are found in the PVOs' internal systems for financial and management control. These systems are more attuned to the demands of accountability, as conceptualised in agency theories, than to the demands of partnership as conceptualised in collaboration theories. This article proposes an integrative concept, collaborative accountability, and recommends a number of proactive and practical change strategies for PVOs wishing to continue to improve their partnerships.

Bautista, M., Velho, L. and Kaplan D. (2001) Comparative Study of the Impacts of Donor-Initiated Programmes on Research Capacity in the South. International Report to the DGIS. Netherlands: Ministry of Foreign Affairs.

This report attempts to substantiate the concept of demand-driven research, to popularise a participatory approach to research, and to institutionalise the process of learning from populations. It rejects the concept of knowledge for its own sake and focuses much more on the end user of knowledge, particularly policy makers. In conclusion, it states that despite the fact that the Southern partners in the cooperation programmes enjoy academic and administrative autonomy, the foreign agencies usually end up taking most of the decisions that are crucial to the cooperation.

Blagescu, M. (2004) Global Accountability Project - Overview of the Revised Framework. GAP Paper 101. London, UK: One World Trust.

This paper outlines the One World Trust's Global Accountability Project (GAP) and the model that underlies it. It introduces the accountability framework which is being used to assess the accountability of intergovernmental organisations, transnational corporations and international NGOs and it briefly describes each of the four dimensions - transparency, participation, evaluation, and complaints and redress - making up this framework.

Bobenrieth, M. (2004) Partnerships: Strong Language - vernacular or meaning? Final Project submission for the ODI/IBLF Partnership Brokers Accreditation Scheme.

Applying the term partnership in describing alliances among several sectors to address social and environmental challenges should be approached with caution. There is a danger that the vernacular of the private sector will make actors there take the word literally and reach conclusions about the structure that may or may not be accurate. This paper offers a good comparison of the success factors outlined by the strategic alliances and cross-sector partnerships models.

Bossuyt, J. and G. Laporte (1994) Partnership in the 1990's: How to Make It Work Better. Policy Management Brief No. 3. Maastricht, Netherlands: ECDPM.

This brief provides the summary of a round table discussion initiated by ECDPM and attended by participants from developing countries, donor agencies, parliaments, NGOs and the research community. It reviews the pressures on partnership and contradictions in the aid system. It argues that there is no alternative to partnership, but that the concept needs redefining. Suggestions are made on how this can be done in the management of development programmes. Finally, it analyses strategies to accelerate the desired reforms

Brehm, V. (2001) Promoting Effective North-South Partnerships: A Comparative Study of Ten European NGOs. INTRAC Occasional Paper No. 35. London, UK: INTRAC.

This new research from the International NGO Training and Research Centre (INTRAC) investigates the complex and varied nature of NGO partnerships and assesses the challenges to building meaningful relationships. In surveying the policies and practices of 10 NGOs across Europe, the study draws a distinction between those that develop systems to create in-depth partnerships and those that restrict themselves to a narrower funding relationship

Brehm, V. with Harris-Curtis, E., Padrao, L. and Tanner, M. (2004) *Autonomy or Dependence? Case Studies of North-South NGO Partnerships*. London, UK: INTRAC.

This book explores the concept and practice of 'partnership' between NGOs in the North and South. Based on a rigorous four-year study, the book draws together the perspectives of a group of European NGOs and compares these with the experiences of a selection of their partners in Brazil, Cambodia and Tanzania. The authors conclude with a look ahead to how partnerships are changing as networks and alliances of Northern and Southern CSOs join together to work on common issues.

Brinkerhoff, D. W. and Brinkerhoff, J. M. (2004) Partnerships between international donors and non-governmental development organisations: opportunities and constraints. *International Review of Administrative Sciences* 70(2).

This article examines the partnerships between international donors and non-governmental development organisations. It identifies the opportunities and constraints of partnerships by discussing four case studies. Challenges of such relationships are: constraints related to donor-initiated partnerships; addressing the legacy of past relationships; the insufficiency of relying on personal relationships; and the limits of good intentions. The article stresses the importance of acknowledging the political and economic realities that frame partnerships between donors and non-governmental development organisations.

Brinkerhoff, J. M. (2004) *Partnership for International Development: Rhetoric or Results?* Lynne Rienner Publishers.

Partnership is arguably one of the most popular solutions in the search for institutional models that can deliver more and better development outcomes. Yet the evidence on partnerships' contributions to actual performance have been anecdotal for the most part. This volume bridges the gap between rhetoric and practice, clarifying what the concept means and providing a roadmap for how to achieve meaningful partnerships. The discussion is enhanced by case studies of partnerships for public service, corporate social responsibility and conflict resolution.

Caloghirou, Y., Hondroyiannis, G. and Vonortas, N. (2003) The Performance of Research Partnerships. *Managerial and Decision Economics* 24(2,3).

This paper investigates the performance of non-equity research partnerships from the point of view of the individual business partners. Partnership success is shown to depend significantly on the closeness of the cooperative research to the in-house research and development effort, on the firm's effort to learn from the partnership and its partners, and also on the absence of problems of knowledge appropriation between partners.

CIDA (2000) *CPB Guide to Performance Reporting For Canadian and Developing-Country Partners*. Canadian Partnership Branch.

This guide, adapted from the Agency's Guide to Project Performance Reporting prepared by the Performance Review Branch, provides Canadian Partnership Branch's (CPB) Voluntary Sector

partners with guidelines for performance reporting at both the programme and the project levels. The guide is one of the management tools developed by the Branch and the Agency to support CPB and its partners in applying results-based management (RBM) concepts and principles to the programme/project life-cycle. The principles of partnership, accountability and transparency are emphasised. It recommends that good performance reporting should be viewed primarily as an opportunity to analyse and collectively reflect on past accomplishments, or failures, with a view to learning from them and improving management decision making.

CIDA (2002) Review of Current RBM and Accountability Practices in CIDA. Ottawa, Canada: CIDA.

The purpose of this review was to examine results-based management and accountability practices in CIDA, with specific attention to the operational issues surrounding their current and potential application to Capacity Development Initiatives (CDIs) and Program Based Approaches (PBAs). The review was guided by a matrix which consisted of nine topic areas based in part on the Treasury Board Secretariat's Guide for the Development of Results-based Management and Accountability Frameworks (August 2001). This review was co-directed by Performance Review Branch and Policy Branch, while the data collection, analysis and reporting was carried out by a team of five contracted individuals.

Collins, T. and Higgins, L. (2000) Sector Wide Approaches with a focus on Partnership. Report on the seminar with the same name held in Dublin Castle, 8-10 February 2000. Dublin, Ireland: Ireland Aid.

This conference report provides an overview of the deliberations of the papers and the group discussions on the themes of ownership, conditionality, government capacity, partnership and participation, and reflects on them from a theoretical perspective. Section one of the report presents a thematic summary of the presentations and discussions at the seminar; section two explores some of the core themes from a theoretical and applied perspective drawing on the Irish experience as the beneficiary of significant European Union transfers; section three contains papers on effective participation in sector programmes, the role of partnership in implementing education sector wide approach in Uganda, and SIDA's policy for sector programme support.

Considine, M. (2002) The end of the line? Accountable governance in the age of networks, partnerships and joined-up services. *Governance* 15(1), January.

Accountability remains a key tenet of the good governance agenda. It is usually defined as a government's obligation to respect the interests of those affected by its decisions, programmes and interventions through mechanisms of answerability and enforceability. It can be vertical (downwards accountability to citizens, clients etc.) or horizontal (sideways checks and balances within government). In practice these distinctions increasingly break down, and lines of accountability have become more blurred. This has important implications for traditional notions of responsiveness, obligation and communication.

Cornwall, A., Lucas, H. and Pasteur, K. (2000) Accountability through Participation. Developing Workable Partnership Models in the Health Sector. *IDS Bulletin* 31/1. Brighton, UK: IDS.

Communities are no longer seen as passive recipients of healthcare. But what does this shift in emphasis mean? What kind of relationship between communities, service providers and managers is best? A workshop held at the Institute of Development Studies in 1999 asked three questions: What does accountability mean? How can health service providers be accountable to their users? What sorts of partnership will improve accountability and effectiveness? Studies from 11 countries illustrated experiences with participatory approaches and partnerships in enhancing accountability in the health sector.

Costello, A, and Zumla, A. (2000) Moving to research partnerships in developing countries. *British Medical Journal* 321(7264).

This paper contends that the research model supported by many funding agencies remains semicolonial in nature. Foreign domination in setting the research agenda and deciding on the guidelines for project management have negative consequences. Funding agencies should review their investment decision by using broader evaluation criteria that go beyond scientific quality. Partnership models should become the norm.

Fukuda-Parr, S., Lopes, C. and Malik, K. (eds.) (2002) *Capacity for Development: New Solutions to Old Problems*. London, UK, New York, USA: Earthscan Publications/UNDP.

This volume looks at what has gone right with technical cooperation in recent years, what has gone wrong, and how to do it better and perhaps very differently. It focuses on the questions of indigenous capacity, ownership, civic engagement and new possibilities for knowledge-sharing, for which the revolution in information and communications technologies offers ample opportunities.

Gyapong, J. (2001) *Development of innovative North-South partnerships: overcoming difficulties*. Council on Health Research for Development (COHRED).

The learning brief focuses on the processes which took place to develop the Ghanaian-Dutch Research Cooperation Programme and on the lessons learned from this process. The programme argues that demand-driven health research can be effective and responsible if all stakeholders in the process can agree on a comprehensive programme for health and development at national level. Such a programme would stimulate a research agenda based on community needs, which in turn would inform the research for development agenda.

Hakkarainen, O. et al (2002) *Voices from the Southern Civil Societies: Interplay of National and Global Contexts in the Performance of Civil Society Organisations in the South*. Report prepared for the Department for International Development Co-operation (DIDC). Finland: Ministry for Foreign Affairs of Finland.

This study argues that the relationship of Northern aid agencies and NGOs with the South is far from the 'partnership' they like to project. The study seeks to give a Southern perspective on development aid and relations with the North, and was conducted in seven countries with which Finland has development links - Kenya, Namibia, Nepal, Thailand, Vietnam, Mexico and Nicaragua.

Haque, M. S. (2004) *Governance based on partnership with NGOs: implication for development and empowerment in rural Bangladesh*. *International Review of Administrative Sciences* 70(2).

This article introduces the current debate on governance based on partnership between the state and NGOs. It explains the forms and dimensions of such partnership in the case of Bangladesh and evaluates the partnership experience in terms of whether or not it achieved the stipulated objectives of development and empowerment. It also explores major factors and interests behind the partnership and offers some suggestions to rethink partnership and overcome the drawbacks in Bangladesh.

Hauck, V. and T. Land (2000) *Beyond the Partnership Rhetoric: Reviewing Experiences and Policy Considerations for Implementing 'Genuine' Partnerships in North-South Cooperation*. ECDPM Discussion Paper 20. Maastricht, Netherlands: ECDPM.

This paper tries to understand what it takes to make 'genuine' partnership work at an organisational level in North-South cooperation. It adds to the debate on terminology, concept and practice of partnership, the relationship between partnership and capacity-building, and the implications for development organisations of adopting the partnership approach

Horton, D. et al (2003) Evaluating Capacity Development, Experiences from Research and Capacity Development Organisations around the World. ISNAR/IDRC/CTA and EarthPrint.

This book explains how the Evaluating Capacity Development Project used an action-learning approach, bringing together people from various countries and different types of organisations to conduct six evaluation studies over the course of three years. The authors use examples and lessons drawn from the evaluation studies as a basis for making general conclusions on how capacity development efforts and evaluation can help organisations achieve their missions. Chapter 5 offers a summary of learning about partnerships between national and international organisations involved in organisational capacity building.

Kaplan, K. (2003) Plotting Partnerships: Ensuring Accountability and Fostering Innovation. BPD Practitioner Note Series. BPD.

This paper explores the way practitioners approach multi-stakeholder partnerships in order to deliver services, based specifically on design features in water and sanitation projects. By plotting partnerships on two axes that balance 'innovation and accountability' against 'policy and task orientation', this report highlights where opportunities for both delivery and influence are being missed.

KFPE (1998) Guidelines for Research Partnerships with Developing Countries: 11 Principles. Switzerland: Swiss Commission for Research Partnership with Developing Countries.

According to the report, genuine partnerships require mutual respect, honesty and openness. The partners must be able to communicate effectively, and must be prepared to commit themselves to a long-term involvement. A basic requirement for the establishment of mutual trust is a continuing dialogue and the exchange of experience among all those involved, including the members of the local community

Kovach, H., Neligan, C. and Burall, S. (2003) Power without accountability? Global Accountability Project Report No. 1. London, UK: One World Trust.

This report introduces a framework of accountability for use in comparing the accountability of intergovernmental organisations (IGOs), transnational corporations (TNCs) and international NGOs. The report assesses 18 of the world's most powerful organisations. Scores are provided in their performance in two aspects of accountability: member control of governance structures and access to information.

Labonte, R. (1999) Mutual accountability in partnerships: Health agencies and community groups. Promotion and Education 6(1). Academic Research Library.

This paper deals primarily with accountability strains between health systems and community groups. Many of these are the same in intersectoral partnerships since not all partners are equal in resources or other forms of power. Based on lessons learnt from other partnerships and an original study of a policy partnership in Canada, the paper concludes with some points about what makes an effective partnership. Among these are: being clear on the purpose for partnership development; partners should have a constituency they represent and have an important stake in the issue; ensuring partnership ownership (through the existence of mechanisms for representative's communication with, and accountability to, organisational members, etc.); and building trust.

Lloyd M., Preston-Shoot M., Temple B. and Wu, R. (1996) Whose Project is it Anyway? Sharing and shaping the research and development agenda. Disability and Society 11(3), September.

The NHS and Community Care Act 1990 (NHSCCA) requires that local authorities should consult with service users in their review and planning of services. This requirement is open to various levels of

interpretation. The exercise becomes more complex when planning and review are based on a funded research project, in which the voice of users can easily be lost or their participation only nominal. This article examines some of the key issues and dilemmas in partnership research, through critical evaluation of a research project in which the authors were involved. Paradoxically, it is issues of power, control, expertise, authority and accountability which emerge as recurrent themes in examination of the practice of partnership.

Maselli D., Lys J-A. and Schmid, J. (2004) *Improving Impacts of Research Partnerships*. Berne, Switzerland: Swiss Commission for Research Partnerships (KFPE).

North-South research partnerships are considered a powerful tool for contributing both to knowledge generation and capacity building in the South as well as in the North. However, it appears that little is known about the impact of research partnerships, which stimulated the KFPE to launch this study. The aims of the study are to: (i) provide insights into how to achieve desired impacts and avoid drawbacks; (ii) stimulate discussion of impacts; and (iii) achieve better understanding of the functioning of research partnerships. Ultimately, the study aims to help improve the design and implementation of funding schemes that support research partnerships.

Nair, K.N. and V. Menon (2002) *Capacity Building for Demand-Led Research: Issues and Priorities*. ECDPM Discussion Paper No. 45. Maastricht, Netherlands: ECDPM.

In the context of the failure of past development experiences and the knowledge asymmetry between North and South, this paper examines the various dimensions of the concept of demand-led research. In view of the knowledge gap and the poor material conditions in many countries in the South, considerable support from the North is required for them to build up the necessary capacity. Even with such support, these nations face an uphill task in realising 'capabilities', a higher stage of subjective intrinsic abilities built up on the vital foundation of objective conditions laid down in the process of capacity building. Under conditions of freedom and civil liberties, individuals with such capabilities could actively participate in democratic processes in order to come to their own decisions on 'patent injustices' and how to rectify them. Demand-led research can generate the empowering knowledge that will enable individuals to reach the level of capability to make informed choices of their own, without intellectual inputs from the North. The paper suggests some actions that various agencies in the North and the South could take to promote demand-led research in the South.

Neligan, C, Blagescu, M. and Kovach, H. (2003) *An Overview of International Organisations and Their External Stakeholder Engagement*. London, UK: One World Trust.

This paper provides a general overview of the main issues surrounding the degree of engagement between international NGOs, transnational corporations and intergovernmental organisations with their respective external stakeholders. The paper tackles questions such as: Who is engaged? Why does stakeholder engagement take place within each sector? What mechanisms of engagement are used?

Neligan, C. (2003) *Increasing Accountability through External Stakeholder Engagement: Framework Paper*. London, UK: One World Trust.

This paper provides a framework within which to place the concept of external stakeholder engagement. It defines each of these terms and argues that engagement must be undertaken in a manner which links external stakeholders to the political processes of decision making.

Nelson, J. and Zadek, S. (2000) *Partnership Alchemy: New Social Partnerships in Europe*. Denmark: The Copenhagen Centre.

This report provides an overview of an important trend emerging throughout Europe. It takes a close

look at partnerships between government, business, trade unions and other civil society organisations which are coming together to meet the challenges of society and economic competitiveness. Whilst a lot of discussion has already taken place about such partnerships there has been little focused research on the subject. This publication is an attempt to fill the gap by bringing together existing research, interview findings and workshop conclusions. The report aims to encourage the successful development of partnerships, whilst acknowledging their drawbacks. The debate continues as to whether such partnerships reduce accountability but the horse has already bolted. As states are no longer able to meet all the social needs of society, partnerships can offer a meaningful way to tackle social exclusion. What this report tries to do is promote best practice and help readers understand that the world is changing, and that governance is changing along with everything else.

RAWOO (2001) *Balancing Ownership and Partnership in Development Research*. RAWOO Review Report. The Hague, Netherlands: Netherlands Development Assistance Research Council.

The issue of North-South cooperation in research for development is the core theme of this report which reviews the activities of the Netherlands Development Assistance Research Council (RAWOO) in 1999 and 2000. A major part of the Council's work in the period under review focused on the need to change the model for cooperation - which traditionally gave the Northern partners the major say - by enabling Southern partners (in research, government and civil society) to exert more influence over decision making regarding research agendas and research priorities, and by increasing their say in the governance and management of joint research programmes, including the grant-making process. The key challenge is to find a proper balance between the principle of Southern 'ownership' of research programmes, and the principle of mutually beneficial cooperation between Southern and Northern partners.

RAWOO (1999) *Building Bridges in Research for Development*. RAWOO Review Report. The Hague, Netherlands: Netherlands Development Assistance Research Council.

This report examines the major challenges in the work of the Netherlands Development Assistance Research Council (RAWOO) and it presents the RAWOO approach to enhancing knowledge for development and the basic policy principles underlying this approach. The 'building bridges' metaphor describes the major thrust of RAWOO's work. Generating knowledge for development requires 'building bridges' between stakeholders, between disciplines and between researchers in the North and the South.

RAWOO (2001) *North-South Research Partnerships: Issues and Challenges*. RAWOO Publication No. 22. The Hague, Netherlands: Netherlands Development Assistance Research Council.

This report calls for transparency and accountability from all partners. It emphasises that partnerships only work if they are prepared in a systematic way through an intensive consultative process along structured lines, in which all stakeholders jointly reach a consensus about the research agenda. A clear management structure ensures that the programme is carried out as planned. Changes are acceptable only if they are made in consultation with all stakeholders. Without trust between the partners, partnerships do not work. Northern partners tend to worry about resources being used improperly; Southern partners worry about entering into agreements which turn out to be against their own or their country's interests.

Reback, C., Cohen, A., Freese, T., and Shoptaw, S. (2002) *Making collaboration work; key components of practice/research partnerships*. *Journal of Drug Issues* 32(3).

This paper outlines several key components of successful practice/research collaboration: forming equal partnerships; bilateral communication; ensuring non-hierarchical collaborations; and appropriate dissemination of findings. Many concrete benefits can result from collaborative research



projects, but building partnerships requires resources and a process of negotiation. More effective efforts to solve common problems and reach common goals are likely to result from an effective partnership.

Sieber, P. and Braunschweig, T. (2004) Choosing the Right Projects, Designing Selection Processes for North-South Research Partnership Programme. The Swiss Commission for Research Partnership with Developing Countries (KFPE).

This manual provides guidelines on how to design and implement selection processes that support funding decisions of North-South research partnerships (NSRP). NSRP are defined as activities where groups of scientists from two or more countries in the North and the South carry out long-term collaborative research on issues that are important to all partners. NSRP aim at enabling exchange and mutual learning based on complementary skills and knowledge.

Sommermann, Karl-Peter (1999) Managing Accountability in Intergovernmental Partnerships. PUMA/RD(99)4/Final. Paris, France: OECD.

The term 'partnership' has a persuasively positive connotation. Partnerships are personal or legal relationships which are characterised by the confidential sharing of burdens or responsibilities. Who will declare his or her opposition against any kind of partnership? In the world of public administration, partnerships seem to be even more attractive if they aim at better performance and improved efficiency of public authorities. However, performance, efficiency and effectiveness are not the only values that governments must concern themselves with. Public authorities are not private enterprises, whose position is primarily defined by the market. They have a public duty which derives from their constitutional and legal authority and principles, among which the protection of individual rights is a pre-eminent one in modern democracies. Therefore, intergovernmental partnerships can never be an end in themselves; they have to serve the public interest, i.e. the interests of the citizens.

Svensson, B. and Östhol, A. (2001) From Government to Governance: Regional Partnerships in Sweden. *Regional and Federal Studies* 11(2).

Private-public partnership is a key concept for understanding the transformation of regional governance in Sweden. The introduction of Regional Growth Agreements (RGAs) as a new element of industrial policy is the latest illustration of this development. This article analyses the emergence of regional partnerships in the processing of RGAs in Swedish regions. Questions dealt with consequences for the public-private balance, democratic accountability, and the pressure for regional reforms. The results reveal that regional partnerships seem ready to take greater responsibility in the field of industrial policy, but also raise questions about who should be included and who is accountable. It is also questionable whether coherent regions will emerge before substantial reforms of regional government are implemented to match more spontaneous processes of regionalisation.

Velho, L. (2002) Research Capacity Building in Nicaragua: From Partnership with Sweden to Ownership and Social Accountability. Discussion Papers Series, No 2002-9. INTECH.

This paper analyses the Nicaragua-Sweden partnership to build research capacity in Nicaragua with support from the research division of the Swedish International Development Agency (SAREC). It looks at the history of this partnership and identifies the main outcomes and impacts, based on extensive quantitative and qualitative data collection from various sources.

Wallace, T. and Chapman, J. (2003) Some Realities behind the Rhetoric of Downward Accountability. Working paper presented at INTRAC Evaluation Conference, 1 April 2003. The Netherlands: INTRAC.

This working paper explores some of the issues arising from the current way that donors and UK

NGOs structure their reporting and accountability requirements, and challenges some of the beliefs about partnership, participation and bottom-up development processes. The data is drawn from a three-country study of policies and procedures around aid disbursement and how these affect and shape relationships between Northern and Southern development agencies. The research, covering UK, South Africa and Uganda, is ongoing and this paper is an early attempt to document some of the findings around accountability and impact assessment from the UK part of the research.

Warner, M. (2003) *Partnerships for Sustainable Development: Do We Need Partnership Brokers?* London, UK: ODI.

Unlike contractual relationships or public-private partnerships, partnerships for sustainable development seek not to shift responsibility and risk from one party to another, but to share risks, pool resources and deliver mutual benefits. This paper contends that partnerships for sustainable development are not different in principle from conventional business-to-business strategic alliances.

Wildridge, V., Childs, S., Cawthra, L. and Madge, B. (2004) *How to create successful partnerships - a review of the literature.* *Health Information and Libraries Journal* 21, June.

This literature review covers a wide range of publications that provide an overview of the wider topic of partnership working. Partnership working is a key component of the UK Government's modernisation agenda, particularly in the health sector. However, the principles of achieving successful partnership are generally applicable. The review concentrates on literature that can provide guidance for people planning to set up a partnership or re-evaluating an existing partnership. It comprises: definitions of partnership working; types of partnership; partnership initiatives; critical success factors; barriers; benefits; and government policy on partnership working.

World Bank (2000) *Partnering with civil society: an electronic discussion on partnership for development.* 29 November 1999 to 28 January 2000.

Part of this discussion focuses around the conception that what makes partnership different from other forms of participation and collaboration are its implied components of equality of decision making and mutual influence. Other 'principles of partnership' delineated by NGO scholars include mutual trust and respect, reciprocal accountability, transparency, and, though less common, a long-term commitment to working together and building the capacity of one's partners. This resource can be found at: <http://www2.worldbank.org/hm/participate/0002.html>