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## 10 Partnership Policy

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Working with partners is central to HCV Network Ltd's approach and to delivering its vision and mission for several reasons:

**More effective delivery:** We can frequently work more effectively if we work with partners. They provide expertise, language capacity, local understanding, flexibility and insights which are critical to guaranteeing a high quality of performance and thus to delivering on our consultancy and programme commitments and thus our mission.

**Engaging with different stakeholders:** Most of our work involves bringing together different stakeholders including companies, producers, governments, civil society and local communities. Building partnerships with these different stakeholders helps us work together more effectively.

**Local ownership:** Achieving sustainable production and sourcing of forest and agricultural commodities and transforming commodity sectors requires local ownership of the sustainability agenda in the places these commodities are produced. We work with partners around the world to build their awareness and capacity thereby empowering them to engage with, and take ownership of, sustainability in their local context.

**Mutual learning:** We can learn from the experience and perspectives of our partners, about the context in different countries and sectors or about things they are particularly good at doing. Our partners can also learn from us, as we bring a wealth of experience and knowledge to the work we do.

**Critical mass:** To transform forest and agriculture commodity sectors requires a critical mass of different organisations and stakeholder groups working together. By building partnerships, we can help to build this critical mass.

### 1 Our partnerships

HCV Network Ltd works with different types of partnership:

**Institutional partners:** Institutional partners are organisations whose objectives are strongly aligned with HCV Network Ltd's vision and mission, where we both see benefits from a long-term relationship, which may or may not include delivery of specific activities. Institutional partnerships are documented through an MoU which is not legally binding but sets out how we want to work together.

**Delivery partners:** Delivery partners work with us over the medium or long term on the implementation of specific activities, often for a variety of different projects. Work undertaken with delivery partners is

set out in a legally binding contract. We may also have a non-binding MoU if they are an institutional partner.

**Training partners:** We work with many different organisations to deliver on training and capacity building. This includes partners that help us run classroom and field training courses, partners that work with us on mentoring and company partners that provide us with locations to deliver practical training. We use a variety of different partnership agreements depending on our relationship with partners.

**Informal partnerships and networks:** HCV Network Ltd works in many different multi-stakeholder networks and processes which involve a wide range of different partnerships. Our role can vary from convening, facilitating or providing a Secretariat for a partnership to being a member of a partnership or network led by another organisation.

## **Implementation of the policy**

HCV Network Ltd has internal guidance and systems which sets out in detail how this policy is implemented in practice. For more information contact the HCV Network Ltd Directors.