

*multi-actor cooperation
is not a quick fix*

Guiding Working Principles

What are the principles that guide us?

We approach our work with integrity and commitment to fairness and agreed goals. With our consulting services we want to contribute to sustainable, inclusive development of institutions and organizations that strive for capacity and creativity, innovation and learning, equity and mutual respect for diversity.

We interact in a way that inspires confidence in both the client organizations and the consultants. With our clients we look for a close and trustful relationship in order to analyse the task, get to know their problems and reach agreements on objectives and roles.

We take action appropriate to the cultural context. We believe in and promote the well-being of all individuals regardless of gender, nationality, race, religion or age.

We establish clear priorities for involved actors to ensure optimum use of time and resources and to monitor performance against objectives and correct timely deviations from course.

Our activities include consulting, training and research. We convert vision into strategic action and revise strategy in the light of changing circumstances.

We promote organizational learning and knowledge management. We prefer to cooperate with clients whose organizational philosophy is aimed at learning and development.

We identify relationship opportunities with private and public actors. We manage relationships for strategic purposes, building and maintaining networks.

We facilitate successful goal accomplishment by promoting a clear sense of purpose and inspiring a positive attitude towards cooperation and effective leadership.

We communicate in a clear, concise and fluent manner, both orally and in writing, ensuring that the message is easily understood by the intended recipients.

We share information and support others, ensuring the full participation of team members in common endeavours, and encouraging open and frank communication.

We remain calm and in control in the face of setbacks or pressure, keeping difficulties in perspective and dealing effectively with others in antagonistic situations, working with the parties to bring about an appropriate transformation of tensions and conflicts into dialogue.

We gather comprehensive information on complex problems, evaluate information accurately and identify key issues with a systemic understanding required to resolve problems, taking account of the broader impact of actions initiated.

We want to base our concepts on a scientific foundation and evaluate our work professionally. In each project, our goal is to develop new concepts and working tools or improve on existing ones.

We develop clear and applicable concepts that are based in the state of the art and open the door toward new knowledge and new learning. We gather the knowledge globally in order to work for local solutions.

We take into account the particular characteristics and requirements of each organization and project, and engage in a joint learning process with our clients.

We believe in the power of partnership. We dedicate a special attention to new organizational arrangements, to conflictive settings and help to solve problems and negotiate viable conflict transformations.

We apply systems thinking to our tasks. Organizations are living organisms with their own life and history. They develop a conscience of themselves and they configure their internal and external relationships. Companies, administrations, associations, networks all are open and dynamic systems.

There are no recipes. Each task is solved in a specific environment. The configuration of the organizations is governed by the principle of best fit, so much as for the cooperation between private and public actors. We look for effective and flexible arrangements in the task distribution among the state, the private sector and the civil society.

Organizational change requires vision and a shared roadmap. We design and support the process based in a participatory analysis and intermittent consultancy that facilitates the achievement of the necessary speed to reach tangible results.

Participatory politics need a culture of debate. Negotiation, checks and balances, consultation and participation are the core towards sound solutions. We support governance in the operational steering capacity, equal access to justice and opportunities, access to basic services, distributional effects and transparency of institutional policies.

Implicit and explicit knowledge represents a limitless resource of innovation. We support professional knowledge management focused in useful knowledge products.

Most projects and cooperation programs are arrangements in co-production of diverse actors, so much public as private. We provide effective capacity development of teams and organizations in cooperation management and working in networks in their specific cultural environment.

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