



# COALITION BUILDING & STRATEGIC PARTNERSHIPS

29 January – 5 February 2023

Gummersbach, Germany

*“Coalition work is not work done in your home. Coalition work has to be done in the streets. (...) Some people will come to a coalition and they rate the success of the coalition on whether or not they feel good when they get there. They’re not looking for a coalition; they’re looking for a home!”*

*Bernice Johnson Reagon*

## Abstract

### TOPICS

Many liberal actors choose to temporarily cooperate with other groups and parties to achieve a strategic goal. This cooperation can take the shape of a party coalition or a strategic partnership between non-state actors and it can be necessitated by the context in which they operate. In many countries, changing political environments now lead to election results that require the formation of coalitions to be able to form governments. For liberal parties, this introduces a number of challenges in building values-based partnerships that can be managed in a constructive and productive manner and implementing systems and processes that provide the necessary strength to govern and implement liberal policies. Meanwhile, liberal think tanks, NGOs and other non-state actors can increase the effectiveness of their operation and, ultimately, their policy advocacy, by utilizing synergies between their respective operations and by focusing their combined forces on a common goal or a policy reform. This seminar on coalition building and strategic partnerships offers the following topics.

#### **What are the conditions for a coalition or a strategic partnership?**

Participants will discuss the nature of coalitions and partnership and address the strategic question why and when they are needed. Based on their practical experiences, participants will also identify and assess the conditions needed to form such partnerships, relevant majority and minority roles, and risks, such as issues of dominance.

#### **Developing a coalition or partnership strategy**

The success of any coalition or partnership depends on the identification of suitable partners. Cooperation partners need to understand, agree and be aligned to the terms of agreements. The seminar addresses the importance of shared values, shared platforms and priorities as facilitators of success. It will also look into the different shapes and forms of coalitions or partnerships, which range from informal agreements, semi-formal Memoranda of Understanding, to formal contracts focusing on a specific policy target. Liberal think tanks and NGOs might agree on a specific policy campaign to influence government policy, while political parties will

seek electoral success and either choose pre-election or post-election coalitions with other parties. All actors need to decide how detailed their cooperation agreements are supposed to be, what should be covered, and how to make the agreement enforceable.

### **Building and managing coalitions and strategic partnerships**

Partnerships need an authorizing environment, so they need to continuously garner internal and external support to make them work. The seminar will therefore address essential skills needed to build and manage coalitions and strategic partnerships. These include leadership and negotiation skills and the ability to build teams and networks of support. Strong communication skills are required to exchange views and positions internally within the coalition / partnership and externally with stakeholders and the public. A clear and mutually agreeable decision-making matrix and other tools can facilitate the success of a collaboration.

## **TARGET GROUP**

This seminar is specifically designed for leadership of liberal political parties and liberal civil society organizations, as well as political consultants. In particular, as the world grapples with the challenges of a rapidly changing political environment and the necessity to be prepared to establish functional coalition arrangements and build strategic partnerships, suitable candidates will be those who currently, or may in the future require the skills to represent their organizations in the planning, negotiation and / or implementation of coalition and partnership arrangements.

## **METHODOLOGY**

The seminar is participant oriented and based on methods enhancing active engagement. This is not a series of lectures, but rather the seminar provides participants with a platform for active exchange of knowledge and experiences. Input by the moderators and external experts will frame an intensive, interactive seminar in which participants will have the opportunity to exchange their own experiences in coalition processes and building key partnerships, learn lessons through a series of global case studies, and collaborate to build ideas and solutions to the many challenges and opportunities that lie in this complex process. A short excursion will be included to showcase lessons learned from successful or failed partnerships.

## **OBJECTIVES**

Through raising awareness of the inherent complexities of the many steps involved in these processes, this seminar prepares party leadership / NGO strategists for coalition building and the formation of strategic partnerships. Following this course, participants will be well placed to re-define and sharpen their respective party's / NGO's preparations, negotiations, implementation and management of coalitions and strategic partnerships.

## **Facilitators**



### **Penny Tainton**

Penny has held numerous leadership roles, both in a liberal political party, as well as in government. Now running her consultancy, *evolve*, her most recent role as Project Lead, Governance in the Democratic Alliance, included a diverse range of projects to build capacity and systems in the organization. Penny was also central in the design of systems and processes for post-election coalition negotiations, preparing Mayors to govern in their new term and rolling out an innovative online development programme for governments which incorporates both technical and leadership skills.

Penny previously worked on strategic projects for two Premiers in the Western Cape Government in South Africa. The most recent of these saw her lead the progress and delivery of War Room teams using Harvard University's Problem Driven Iterative Adaptive (PDIA) methodology to address complex transversal problems in government. This followed a role in the Delivery Support Unit of the Western Cape Government,

managing two of the then Premier's Game Changers (priority projects), both working to transform education. Earlier roles included that of Executive Director of Policy & Governance for the Democratic Alliance and serving on the IEC's National Party Liaison Committee for several years. Penny's expertise includes an extensive understanding of the processes and practices of governance, organisational development, legislation, and performance tracking and management initiatives.

An involved citizen of South Africa and the world, Penny is passionate about extending her services to areas of society where she can make a difference, bring about positive change and realise improved standards. A major driver in her work is finding innovative solutions to the inequalities and injustices that remain in society.



### Rainer Heufers

Rainer Heufers is the founder and Managing Director of SIAP Solutions Pte Ltd, a Singapore-based consulting firm that provides strategic counseling, public policy consulting, leadership training, and other services to international think tanks, political parties, corporations, and government agencies. Since 2015, he also acts as the Executive Director of the Center for Indonesian Policy Studies, which is an independent public policy think tank in Jakarta/Indonesia. From 1999 to 2011 he represented the Friedrich Naumann Foundation for Liberty in several Asian nations and supported the development of the Economic Freedom Network Asia. Prior to this he had been specialized in researching China's economic and social transition towards a market economy. Over the years he has been coaching teams and individual staff members of FNF around the world as well as facilitating workshops and seminars of FNF and IAF on various topics including Leadership, Facilitation, Strategic Planning, Climate Change, Education Policy and the Economy.

## The Foundation

We, the Friedrich Naumann Foundation for Freedom, promote individual liberty, free and open societies and free markets in Germany and throughout the world. To us freedom is the guiding principle in policy making. We believe that free and open societies are the only societies that allow human beings to decide for themselves what is best, to develop their full potential and to pursue their dreams. This is what we mean when we claim to value human dignity. And it is freedom that produces prosperity. Together with our counterparts – who all share a similar set of values – we support initiatives in Germany and abroad that serve to enhance respect for the rule of law, private property and human rights, that foster tolerance and that strengthen economic freedom rights and democracy.

The programmes of the Foundation's International Academy for Leadership (IAF) form an integral part of our international work and offer Liberals from all parts of the world opportunities to engage in dialogue, an exchange of ideas, networking and mutual cooperation. We aim to inspire.

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**Venue:** **International Academy for Leadership (IAF)**  
Theodor-Heuss-Straße 26  
51645 Gummersbach  
Germany

**Language:** English

**Registration:** 4 November 2023

**Registration fee:** 260.00 €

