

Foundation for Partnership Initiatives in the Niger Delta (PIND) and the Niger Delta Partnership Initiative (NDPI)

Partnership Manual

Approaches, Strategies and Lessons



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Purpose of Manual

From the beginning, the Foundation for Partnership Initiatives in the Niger Delta (PIND) and the Niger Delta Partnership Initiative (NDPI) have focused on building a robust partnership network to promote stability and economic growth in Nigeria's Niger Delta. The purpose of this manual is to create a better understanding among PIND and NDPI staff of the partnership approach and share lessons with external audiences about the organizations' experience developing and managing partnerships.

Background of the Partnership Model

The PIND-NDPI partnership model was influenced by Chevron's following development initiatives in Papua New Guinea, Angola and elsewhere in Nigeria.

- **Community Development Initiative (CDI)** – As an oil company, Chevron experienced challenges when it tried to collaborate with local organizations in Papua New Guinea. The creation of CDI—an independent, stand-alone organization—gave the effort credibility in the eyes of community groups and organizations, such as the World Wildlife Fund (WWF), and built an effective network dedicated to addressing social and economic issues in the region. Through its network, partners exchanged experiences and jointly planned and participated in activities.
- **Angola Partnership Initiative (API)** – API brought a partnership model to Angola at a time when the concept of development partnerships was new. API's partnerships cut redundancy and leveraged development efforts across organizations, helping to ensure the greatest impact possible for the Angolan people. Throughout the course of the initiative, Chevron and USAID – Chevron's primary partner – altered internal policies and practices to improve their relationships with local communities and interest groups.
- **Regional Development Councils (RDCs)** – In 2005, Chevron established and funded the operational and project costs of Regional Development Councils in the Niger Delta, created to represent the needs and interests of community clusters. Agreements called Global Memoranda of Understanding (GMOU) were signed with each RDC. Since then Chevron Nigeria, the Nigerian Government and NGOs have worked together to build the capacities of the RDCs for implementing development projects.

Overview of PIND and NDPI's Partnership Model

PIND and NDPI's overarching strategy was built on those lessons learned and on the belief that no single organization alone can solve the complex and interconnected challenges in the Niger Delta. Partnerships enable organizations to combine resources, capabilities and technical expertise with others for greater collective impact.

By working across sectors, PIND and NDPI renewed interest in and helped bring investments to the Delta from a diverse collection of partners, including bilateral and multi-lateral aid agencies, federal and state government agencies in Nigeria, private companies and civil society organizations. Those partnerships created a growing web of interconnected individuals, entities, physical structures and communication platforms dedicated to development in the region. This collective power of partnerships has:

- Increased development resources in the Niger Delta – building greater capacity, funding and awareness.
- Improved coordination – reducing duplicative efforts, enabling each partner to most effectively allocate limited resources.
- Boosted program impact and sustainability – leveraging organizations’ strengths and building the implementation capabilities of local organizations.

Overall, PIND and NDPI view partnerships not merely as contractual agreements, but as constructive opportunities to discuss, strategize and learn together. Doing so spurs the innovation and creativity needed to find long-term development solutions. Consistent collaboration with partners at projects’ every stage, rather than sporadic engagement, has proven critical for the organizations in developing impactful and transformational partnerships.

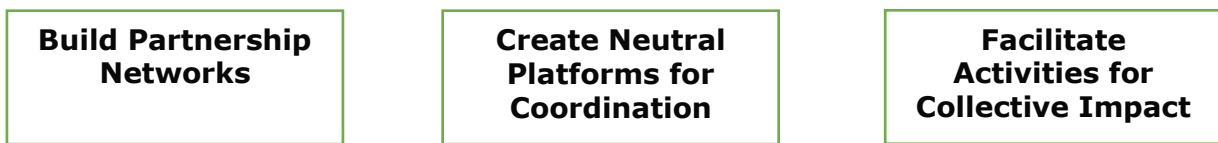


Figure Above: Key elements of PIND-NDPI’s partnership approach.

Initiating and Developing Partnerships

For a partnership to be successful, each organization must find shared or aligned interests, strategies, mandates and operations with one another. PIND and NDPI found that harmonizing these elements with a partner requires consistent engagement, understanding and time – not just at the beginning of the engagement, but throughout the partnership.

Shared Interests

Like most regions, the clear majority of stakeholders in the Niger Delta share a common interest in peace, stability and inclusive economic growth. Learning how to identify and then leverage these shared interests have been key to PIND and NDPI’s progress. Rather than targeting a narrow objective, the organizations consciously chose an expansive goal – to create a more peaceful, prosperous environment in the Niger Delta – and worked to set common agendas with clear boundaries. To create consensus on an agenda, PIND and NDPI prioritize frequent stakeholder engagement, strategic patience and adept negotiation skills to drive hundreds of diverse individuals and organizations – across public, private and civil society sectors – toward agreement. Such a participatory approach takes significant human capital, but investing that time and energy upfront helps stakeholders see an initiative, like PIND and NDPI, as a platform for collective impact – not just as a project implementer working on behalf of a specific funder or cause. Once a common goal and strategic framework are established, partnerships can be nurtured, agreements signed and programs designed, all feeding into that overarching objective.

Organic Collaboration

When forming, and designing partnerships, PIND and NDPI choose not to be overly prescriptive at the beginning. Instead, the organizations use the common goal of reducing poverty and conflict in the Niger Delta, and the strategic framework developed to achieve it, as a guide for engaging partners and setting boundaries for which projects the organizations will and will not get involved in. Therefore, rather than submitting or soliciting rigid grant proposals, PIND and NDPI typically start partnerships with ongoing conversations to better understand the others' interests, resources and motivations. Agreement must be reached on a shared vision and consistency in approach, but an understanding that each organization will bring different strengths to the partnership is also fundamental. Having the flexibility to allow partnerships to form organically often takes more time, but PIND and NDPI have found that this collaborative process is more conducive to new, innovative ideas.

Capacity Building

Another key element of PIND and NDPI's approach in designing partnerships is the strong belief in building local capacity whenever possible. For example, PIND and NDPI focus on linking local development practitioners in the Niger Delta with experts and international partners to build their capabilities. The experienced international contractors often serve as advisors and mentors rather than as direct project implementers, thereby creating an effective approach for transferring knowledge. By working alongside international organizations throughout the implementation process, local partners gain practical, hands-on experience that allows them to learn by doing.

Partnership Networks

From the start, PIND and NDPI recognized that the Niger Delta needed systemic change – widespread, long-lasting development resulting from fundamental shifts in how society was structured and operated. A lot of well-intentioned projects were being implemented, but these efforts were often disconnected and duplicative. Rather than building one-off partnerships, they realized greater impact would come from identifying how to consistently link all its stakeholders through a partnership network. PIND and NDPI also realized that building those networks were key to creating connections, which enable individuals to access the critical tools for success – information, exchanges of ideas, relationships and resources. Thus, PIND and NDPI decided to take a network-based approach by facilitating connections between those they worked with and other individuals, organizations, businesses and government entities. PIND and NDPI primarily do this by 1) strengthening and mobilizing existing development networks across all sectors and levels of society and 2) creating new, self-organizing networks to fill societal gaps as needed. For example, PIND established the Partners for Peace (P4P) Network since the Niger Delta lacked a regional network of peace agents. An online platform – NDLink – was also created to connect people and professionals focused on Niger Delta development. Today, people can access current projects in the region, job opportunities and articles of interest through the platform.

PIND and NDPI not only focus on establishing their own project partnerships, but on connecting donors, investors, government agencies, local businesses, civil society organizations and communities in ways that go beyond PIND and NDPI. The organizations want to create partnerships, even if they themselves are not involved – so long as those partnerships promote Niger Delta development.

To build partnership networks, PIND and NDPI started by identifying local nonprofits and civil society organizations that could complete research projects to gather primary data on gender, youth and economic issues in the region. These short-term, pilot partnerships not only gathered good data for project design, but also helped identify reliable local organizations to work with and integrate into a collaborative network. Having a strong web of grass-roots organizations then helped attract larger, international donors such as USAID and DFID to invest in the region. Weaving traditional partnerships into expansive networks for development can increase trust and credibility between various individuals and organizations, which in PIND and NDPI's experience leads to:

- Greater sharing of information and lessons learned between projects;
- Faster rate of diffusion and adoption of ideas, products and technologies;
- Stronger collective influence of those committed to a common goal – such as greater peace and development in the Niger Delta.

Defining Partnerships

PIND and NDPI define partnership as **“a relationship between parties to advance mutual, agreed-upon interests in which each shares risks, responsibilities and rewards of the results.”** PIND and NDPI seek to partner with a wide range of donor and implementing organizations on strategic opportunities that channel investment into the Niger Delta. The organizations' partnerships typically involve co-funding programs or projects, but they can be structured in a variety of ways. For example, PIND and NDPI worked with USAID to design a portion of their Nigerian market development program specifically for the Niger Delta. This type of partnership is an example of how two organizations, with different geographic focuses, can still partner on a complementary program if it fits within each organization's strategic framework.

Like PIND and NDPI's donor partnerships, their implementer partnerships are founded on a shared objective, the creation of working relationships and strategies to meet common goals, and a shared investment of resources. Implementing partners provide critical local knowledge and expertise that enable the successful day-to-day operations of projects. An example of this type of partnership is PIND's collaboration with various market actors – including farmers' associations, processors, traders, sellers and business service providers – in the aquaculture, cassava and palm oil value chains who are instrumental in implementing the pilot projects.

Categories of Partners

To better understand their various partnerships, PIND and NDPI developed the typology below. It's important to note, however, that PIND and NDPI focus less on the roles organizations serve and more on the ideas they bring to the table. For example, PIND and NDPI have partnerships with several implementing organizations, but those relationships have been cultivated to a point that they have become strategic advisors. Thus, this typology is not fixed or rigid. Regardless of the categorization below, all PIND and NDPI partnerships are founded upon a shared objective, the creation of working relationships and strategies to meet those common goals and a shared investment of expertise and resources.

- **Donor and Government Partners** – Organizations that fund and provide expertise and other resources, including in-kind contributions, pro-bono services, etc., to achieve overall goals of shared projects.

- **Implementing Partners**
 - Technical Partners – Organizations that provide a range of support for the implementation of PIND and NDPI's projects.
 - Project Partners – Teams designated by PIND and NDPI's technical partners to manage day-to-day implementation of large, multi-year projects. For example, DFID's Market Development Programme (MADE) team is a project partner.
- **Intervention Partners** – Organizations invest in and collaborate with PIND and NDPI on program intervention activities and events.
- **Network Partners** – Organizations indirectly connected to PIND and NDPI through their established network platforms, including the P4P Network and NDLINK.
- **Knowledge Partners** – Academic institutions and thought-leaders with which PIND and NDPI regularly collaborate with to share information, data and analysis.

Facilitating and Convening Partnerships

Key to PIND and NDPI's partnership approach is the concept of facilitation. Helping organizations build partnerships and relationships – even without PIND and NDPI's involvement – is critical to create large-scale, collective impact. Being a facilitator of partnerships means finding collaboration points between all sectors and levels of society to promote development. The following elements have proven vital to PIND and NDPI's partnership facilitation and convening.

Organizational Humility

- It takes organizational humility to acknowledge that no single organization alone can address the issues in the Niger Delta. In recognition of this, PIND and NDPI facilitate and convene partnerships that attract additional technical expertise, local knowledge, funding and connections from other organizations to achieve a common vision for the region.

Data-Driven Dialogue

- Being data-driven not only enables PIND and NDPI to make well-informed project decisions, but also helps the organizations avoid the pitfalls of seeming partial to one sector or organization's interests. For example, at the start, many stakeholders questioned why PIND and NDPI chose not to work in the health field. Initial assessments and baseline surveys, however, showed a significant amount of development funding was already allocated to health in the Niger Delta, which prompted PIND and NDPI to focus on areas less resourced – such as economic development and peace building. To convene partnerships effectively, justifications for these types of high-level, strategic decisions as well as tactical choices in specific project activities need to be based on sound data and analysis.

Reputational Neutrality

- When serving as a convener and facilitator for development, neutrality is critical. PIND and NDPI's reputation as a neutral entity has enabled the organizations to engage in conversations and act as mediators – from ethnic conflicts at the community level to helping inform policy discussions at the state and federal levels. As neutral entities, partner organizations are more willing to share resources, risk and responsibilities than they would if PIND and NDPI were seen as special interest groups.

Inclusiveness of Viewpoints

- As a convener and facilitator, PIND and NDPI believe all partners' points of view must be heard and respected in discussions, events and project activities. The goal is to have all partners participate, to varying degrees based on the partnership, in the co-development of ideas, solutions and responsibilities. Given power dynamics though, this can be challenging. The ideas and voices of those assumed to have lower levels of funding and influence – such as local civil society organizations and nonprofits – are often disproportionately underrepresented in project plans, discussions and forums. To overcome this, PIND often have one-on-one conversations with local CSOs and NGOs to hear their thoughts before larger events and meetings. If the CSO or NGO representatives choose not to share their ideas or concerns during the meetings, PIND and NDPI voice them – with the local organizations' consent – to ensure all interests are represented.

Capacity Building

- PIND and NDPI consciously blur distinctions between partners and project beneficiaries. The thought behind this is that with increased capacity, project beneficiaries can become partners. For example, farmers' associations, business membership organizations and other local entities have transitioned from receiving PIND project assistance to supporting project implementation as their capabilities increased.

Consistent Communication

- Hearing ideas or concerns from partners helps assess project effectiveness, but it also supports productive relationships. For example, members of PIND's program teams often take numerous phone calls on weekends or off-hours from partners and project participants – some even attend partners' family events – as a normal part of their work. Authentically building those personal, non-transactional relationships helps to reaffirm commitments by all involved in project activities.

Expectation Setting

- Clear expectation and boundaries on what PIND and NDPI will and will not do has been critical to coordinate partnerships with such a wide range of organizations, often with competing interests. If expectations are not properly managed, PIND and NDPI could easily become everything to everyone – thereby becoming ineffective to all. This was critical from the outset, particularly when PIND first began working with many CSOs and farmers' associations in the Delta which expected free benefits, like many development agencies and NGOs provided in the past. It took consistent engagement, multiple meetings and a firm stance to overcome such a pervasive hand-out mentality. In focus groups with many of those CSOs, members now state they request other development organizations work through PIND because of the level of trust that has been built.

Openness to Feedback

- PIND and NDPI became effective conveners because they created and tapped into a vested interest from others in the success of project activities. That vested interest largely comes from getting others involved in every stage of the project process – from initial planning, to design, implementation, management and monitoring – and providing ample opportunity for them to provide feedback. A participatory approach, however, is only effective if the intent is genuine. To facilitate this, partner organizations' scrutiny must have the potential to change PIND and NDPI's work or else providing feedback can become merely a 'tick-the-box' exercise.

Systems and Structures

Partnerships must be structured in a way that clarifies the nature, scope and terms of the relationship to avoid confusion. To that end, PIND and NDPI use the following agreements to define how a partnership will be structured:

- Letter of Intent (LOI)
- Memorandum of Understanding (MoU)
- Contract
- Grant Agreement
- Membership (Network) Agreement (i.e. members joining NDLINK or P4P)
- Cost-sharing Agreement
- Informal Agreement

One of the primary vehicles for clarifying partnerships are Memorandum of Understanding (MoUs). Earlier, the use of such agreements was more focused on capturing the intent of what two organizations sought to accomplish, but because of stricter legal interpretation MoUs are now often seen as documents to protect each party from legal liability. Although such protection is important, PIND and NDPI have found that the most transformational partnerships – where new ideas emerge and solutions develop – are those where flexibility and space for creative brainstorming, beyond holding implementing partners accountable to plans and objectives outlined in the MoU, is allowed.

Funding Mechanisms

Mechanism	Definition	Benefits	Challenges
Direct Funding to Partners	PIND and NDPI contribute project funds. The partner maintains and manages the funding for project implementation.	<ul style="list-style-type: none"> • Less implementation effort is needed. 	<ul style="list-style-type: none"> • Lack of control on how funding is managed; can have less reputational benefits due to less involvement.
Parallel Funding with Partners	PIND-NDPI and a partner fund the same project, but have distinct roles and responsibilities. Neither organization manages each other's funds. Each organization contracts separate implementing partners, but collaborate under a mutually agreed plan.	<ul style="list-style-type: none"> • Contracting and procurement processes are less complex. • PIND and NDPI have more control over funding. • PIND-NDPI and partners work jointly to share information and facilities, problem solve and influence each other's decision-making. 	<ul style="list-style-type: none"> • Requires greater relationship building to ensure alignment since each organization is using separate implementing partners.

Contracting Partners	PIND-NDPI contract a partner through a grant agreement and provide their own financial or in-kind resources.	<ul style="list-style-type: none"> Enables a large influence over project management. 	<ul style="list-style-type: none"> Sometimes difficult to strike the right balance between a service provider relationship and partnership.
Geographic Scope Partners	PIND-NDPI agree with a partner to implement a portion of a nationally-focused program in the Niger Delta.	<ul style="list-style-type: none"> Enables partners to focus on the geographic scope best suited to their strategic framework, capacity and resources. 	<ul style="list-style-type: none"> Additional time and effort is needed to ensure alignment between the portion which PIND-NDPI implement and the larger project. Need to integrate M&E reporting to ensure consistent measurement of indicators and avoid conflicting reporting of data.

Figure Above: Funding mechanisms based on PIND-NDPI's experience.

Values for Partnership

Partnership values tend to be formed primarily on organizational cultures and personal values – based on individual personalities, temperaments and backgrounds. Because of their qualitative nature, values are often thought of as natural results of well-formed partnerships. Instead, they should be intentionally and clearly defined upfront to form the foundation of the partnership. Below are the values PIND and NDPI focus on as part of their partnership strategy.

- **Mutual Respect** – for all partners, be it with large multilateral donors or local implementing partners.
- **Trust** – enabling partners to believe in the sincerity of each other's purpose.
- **Shared Commitment** – remaining committed to long-term goals and not sacrificing sustained impact for short-term results to justify continued support.
- **Empathic Leadership** – identifying and understanding partners' situations and motives, while maintaining a firm obligation to project success.
- **Transparency and Honesty** – sharing new ideas and, just as importantly, intel on what is not working as planned.
- **Clarity and Consistency** – ensuring understanding and alignment on partnership objectives, strategies and approaches.
- **Process Compliant** – assuring internal financial, grant and procurement policies and processes are adhered to throughout the partnership.
- **Shared Learning** – openly and respectfully discussing challenges and insights.
- **Solution-Driven** – when issues arise, focusing conversations with partners on developing potential solutions versus assigning blame.
- **Flexibility and Adaptability** – allowing lessons to be incorporated into the partnership and adjusting project plans accordingly.
- **Dependability** – following through on commitments made and avoiding false promises.
- **Goal-Oriented Passion** – focusing on collective ambition to achieve a common agenda through partnerships, opposed to focusing on self-gain.

Partnership Life Cycle

Based on PIND and NDPI’s experience, partnerships often evolve with programs and organizations. In the early stages of a program or organization, attracting partners with a high level of credibility – such as bi-lateral or multilateral institutions – can be of greater value. As an organization matures and establishes credibility of its own, however, it can be worthwhile to seek out more innovative, non-traditional partners. Clear guidelines and internal processes are critical for shepherding partnership development.

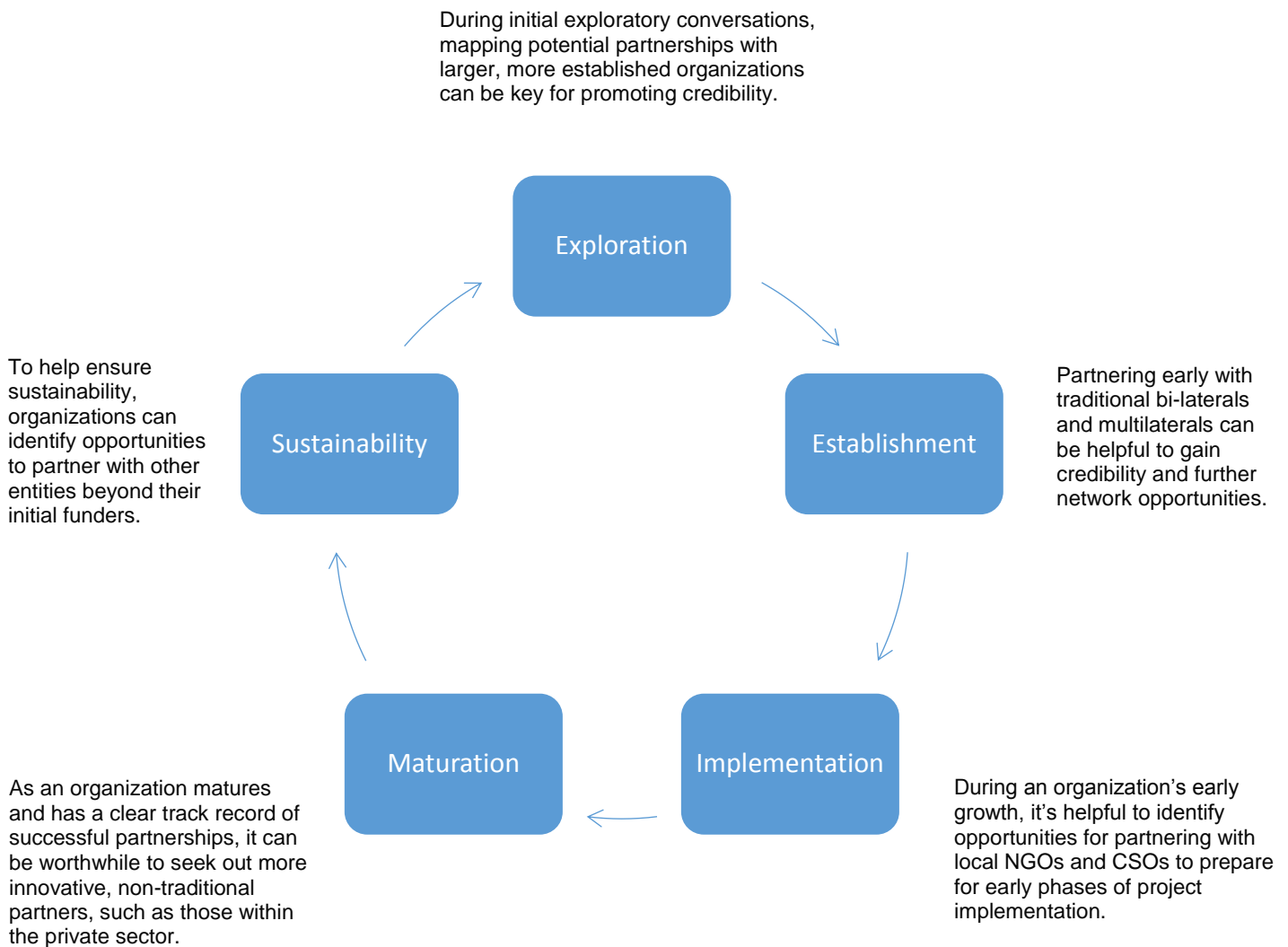


Figure Above: Various stages partnership development and management go through based on PIND-NDPI’s experience.

Stage 1: Exploration

Ample time is needed to explore opportunities with potential partners, both at a high-level, strategic view and on the ground. This is the stage when you identify potential partners, but no contract has been signed yet.

Stage 2: Establishment

PIND and NDPI focus on identifying partners based on multiple factors: their interests, objectives, strategies and geographic focus. Rarely do PIND and NDPI go to partners with a formal, agreed upon concept. Rather, the organizations focus on starting initial discussions and agreeing to an overall objective first. The emphasis is on co-developing and co-creating projects rather than seeking others to jointly fund PIND and NDPI's already established projects. This phase sets the tone for the partnership, levels of collaboration and expectations.

Stage 3: Implementation

The implementation phase begins once an agreement has been made. During this phase, steady communication must take root. Although the agreement may have been made with high-level leaders, the partnership's objectives, expectations and mechanisms for engagement need to be shared throughout the organizations to ensure effective partnership management.

Stage 4: Maturation

If a partnership has proven effective, the overall goal of this phase is to institutionalize it. To successfully institutionalize partnerships, there needs to be multiple people interacting at different levels in the organizations and high-level champions on both sides that set the collaborative tone for the partnership to ensure it can survive changeover in key positions.

Stage 5: Conclusion

It's important to distinguish the end of a project partnership from the end of an organizational partnership. Ending a project partnership can be the result of the project itself ending, but this does not mean that both organizations involved must cease working together. Instead, they can continue to look for additional opportunities to collaborate. The end of an organizational partnership, however, marks the point where both organizations have jointly decided to terminate the relationship for various reasons.

Common Challenges

- Gaining alignment between multiple people and organizations can be challenging, particularly if a partnership is developed with high-level leaders and the objectives, level of collaboration and approaches are not shared throughout the organizations. Ensuring clear, consistent information flows within and between each organization helps overcome this. It is also often effective to identify "interpreters" who can explain the organizational drivers and cultures of the partners to their colleagues and decision-makers to avoid misunderstandings and mismatched expectations that can quickly compromise partnerships.
- Reporting requirements can be problematic since development impact is often nonlinear and not attributable to a single organization. PIND and NDPI often state explicitly in progress reports and evaluations the names of their partners, what each is doing and that impact generated is a result of efforts by all partners involved.
- It can be difficult to overcome mental models of how certain organizations, particularly those with private sector roots, approach development. To help overcome this, PIND

and NDPI are purposefully data-driven and rely on the expertise of their in-house development practitioners. Doing so has enabled the organizations to demonstrate their capabilities and change mindsets of how a private sector-established nonprofit operates.

- Overcoming personnel changes are also critical, particularly when partnering with organizations that have high turnover in key positions. Beyond finding champions to initiate partnerships, each organization should also institutionalize the partnerships by involving multiple relationships at different levels of staffing. Fewer individuals committed to a partnership creates greater risk. When identifying potential replacements for key champions, the onus is on the organizations involved to ensure they have not only the right skill set, but also the right perspectives and attitudes to keep high levels of collaboration progressing. Information on the partnerships an individual has managed or will be managing can be incorporated into hiring materials, details about transfer assignments and succession planning.

Key Lessons

Initiating and Developing Partnerships

- Start with an overarching objective to create a common vision that diverse stakeholders can all agree upon.
- Return to an organization's overarching goal and strategic framework when deciding whether an opportunity is a strategic fit. Having a well-defined goal and strategic framework provides PIND and NDPI with clear, objective justification for declining grant proposals outside of the organizations' scope.
- Engage with partners throughout partnership design, development and management. Reaching out and engaging different individuals from the government, private sector, civil society and development community is crucial.
- Use a network-based approach to maximize cost-efficiency and impact. Connecting project participants into wider societal networks can unlock opportunities.
- Start with data-driven discussions on the development issues at hand. Once there is agreement on the challenges, it can be easier to reach consensus on opportunities to address them. Going to partners with pre-defined solutions and asking for funding is often more difficult and results in predominately transactional relationships.
- Diversify partnerships to promote the kinds of creativity and innovation needed to design effective solutions. Whenever possible, try to avoid mental models of what an effective partner should look like.
- Limit reliance upon intermediaries – such as consultancies or advocacy firms. These organizations can be useful when first developing partnerships, but it's important not to let another organization become a go-between. PIND and NDPI have found value in negotiating partnerships and cultivating relationships themselves, instead of relying on others to build them on their behalf.
- Coordinate internal and external communications to address partnership structure. Communicating frequently and comprehensively about activities and results is helpful to maintain internal alignment and support. Ensuring all parties have a clear understanding of how publicity is handled by the partnership helps avoid misunderstandings and potentially negative misquotes in the media that could affect the partners' reputations.
- Be transparent on business objectives when partially funded by the private sector. From PIND and NDPI's experience, partners appreciate candidness, especially in terms of

their relationship with Chevron. If a partner has any issue working with a private sector-led initiative, it is best to acknowledge that before the relationship is more established.

Funding and Monitoring Partnerships

- Assess partnerships using indicators beyond funding leveraged. When funding becomes the top priority for partnerships, it can easily become a numbers game – where organizations invest small amounts into large initiatives to count that as dollars leveraged. If partners are only seen as a source of funds, a reputational advantage or target for advocacy, then an opportunity is missed to tap into larger benefits of solving complex problems together.
- Co-funding projects with partners rather than channeling resources through them can improve implementation efficiency, but alignment is key since the partnership is not built around a specific transaction.
- Develop aligned monitoring and evaluation mechanisms that clarify attribution and create agreement on reporting processes. To create alignment, PIND and NDPI use a participatory approach when developing indicators and setting targets for the year. Agreements with partners on who is responsible for providing data for which indicators and targets is documented in a series of annual plans, including PIND and NDPI's operating plan, portfolio-level log frames, project-level results chains, monitoring plans and quarterly reports.

Managing Partnerships

- Particularly when partnering with local organizations, empower partners to take ownership and responsibility for the partnership. This often requires multiple meetings and discussions to ensure the objective of the partnership is clear and the organizations involved are incentivized to take part.
- Dedicate time and consistent communication to evolve donor-grantee relationships into genuine collaborative partnerships.
- Manage expectations and have clear guidelines from the beginning. Challenges will inevitably arise; in those cases, isolate the problem and address it directly so it is less likely to harm other aspects of the partnership.
- Instill flexibility within partnerships. If a partnership is too rigid– where project plans can never be adjusted – partners may not be open and honest when something is going wrong. Partners will only be willing to speak up as issues arise when they feel a mutual sense of shared risks and rewards.
- Look beyond project activities and explore how partners analyze and address issues. Identify both similarities and differences between one another to find actionable points of improvement on all sides.