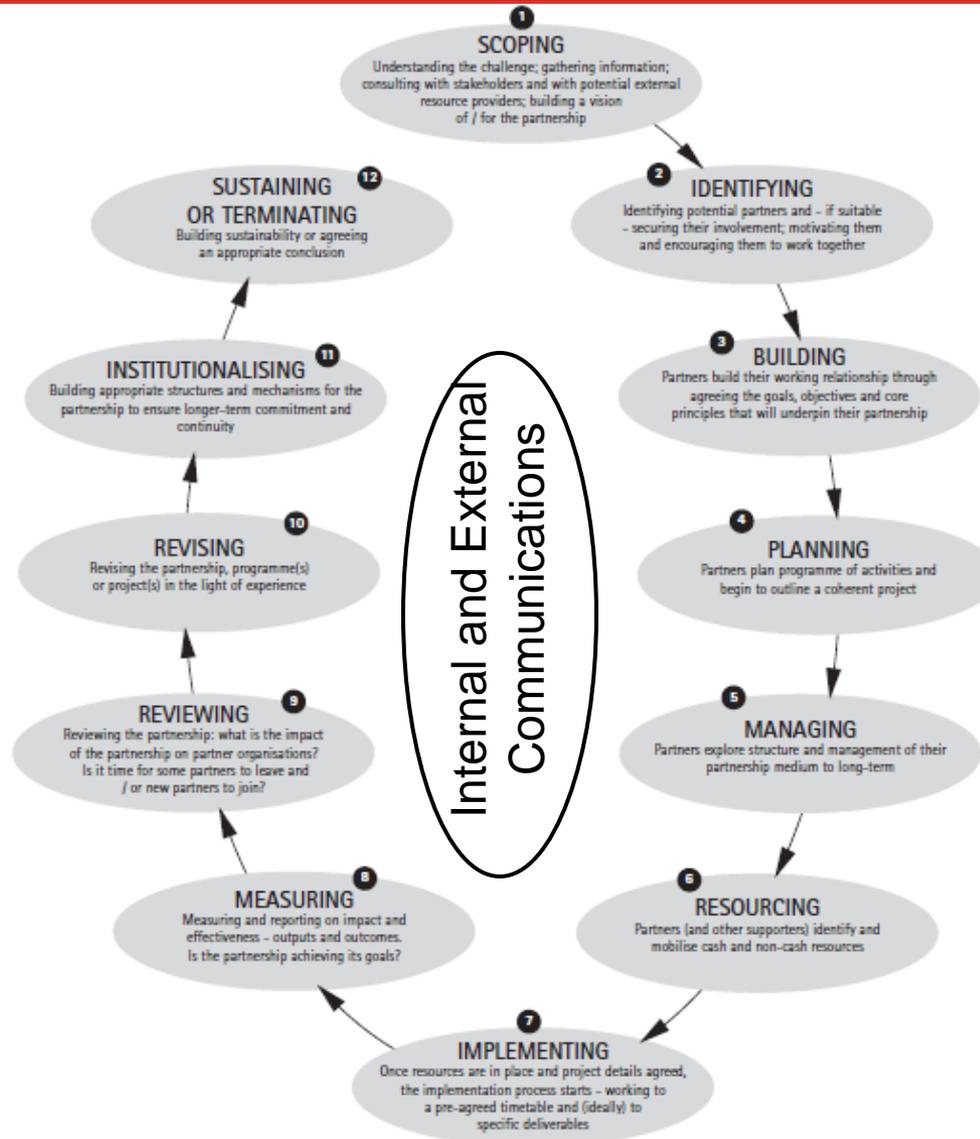


How to *manage* *successful* partnerships



The Partnership Process



The Project Development Process

1.

- What would you like to achieve and how?

2.

- How will you know whether you have achieved it?

3.

- What is your capacity and experience to do this?

4.

- Why you?

5.

- What other partners will you work with and why? What role/value?

6.

- How much will it cost and why?

7.

- How can you increase local capacity?

8.

- What further challenges do you face and how can you increase your impact by overcoming these?

9.

- What innovative ideas would you like to pilot, why and how?

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Professi- onalism	<ul style="list-style-type: none"> ▪ Need an official receipt and expect professionalism and skilled delivery ▪ Want to support local NGOs 	<ul style="list-style-type: none"> ▪ Registration/tax issues ▪ Lack of experience and professionalism ▪ Funding → Experience or Experience → Funding: Chicken-and-egg situation?

What Matters to Companies

Impact
breadth vs depth
need
impact
influence

Likelihood of success
approach
capacity
experience
partnerships

Sustainability
local capacity building
political safety
commitment

Opportunities
PR/GR
innovation
partnerships
links to business
Involvement of staff

Co-creation and Partnership



Will there be a partnership or just a project –what difference?
Is it a partnership of equals?

10 Challenges for NGOs and Companies to be Aware of

Realistic Budgets and Timelines

- Budget appropriately and be realistic
- Try to fully account for all the time and indirect costs that will be spent on the program by staff as well as direct costs

Align Goals and Manage Expectations

- Do not overpromise and under-deliver
- Be transparent and push back on partners if necessary
- Be transparent and do not assume anything

Appropriate Flexibility

- It is important to customize a program/partnership according to needs, timelines, feasibility, budgets etc
- Do not lose sight of real need/NGO's goals.

Leveraging Corporate Resources

- Companies have many resources that can help NGOs but accessing them is difficult.
- Be careful of what companies promise but cannot deliver

Balancing Quality and Quantity

- Understand the balance and be honest about it internally and externally

10 Challenges for NGOs and Companies to be Aware of

Realistic Capacity and Resources

- Know your limitations
- Expect problems in reaching goals, retaining staff etc

Public Relations

- Use a company's interest in PR as an opportunity
- Be accommodating but have your limits and be clear about them

Cultural and Comms Differences

- Learn about your partner's processes and culture and what the best way is to work together
- Seek to understand different communication styles

Utterior Company-wide Motivations

- Expect there to be ulterior motives and seek to understand and meet them
- Help your contacts gain support internally

Maintain Independence

- Try not to become dependent on one company (financially)
- Try to keep your distance so you can keep integrity

For Sustainability Build Buy-in Throughout the Company

- Disseminate goals and scope of work throughout the organization
 - Every department that will be involved, including promotions/marketing and senior leadership
 - “Missing middle”
- Obtain support from senior leadership
 - Organizational buy-in and vision



Maximising the value of a partnership

- What are the partnership objectives?
- How to measure the partnership objectives?
 - Benefit to communities to be helped
 - Benefit to NGO
 - Benefit to business
 - PR (of business, NGO or issue)
 - Duration of partnership and sustainability of partnership
 - Level (and amount) of involvement by employees
 - Sustainability of project
 - Involvement of other partners
 - 1+1 =3 or 1.5
- Other knock-on benefits (other programs, other countries, PR, knowledge retained in orgs, new staff resources attracted, new contacts made, scale-up possibilities etc)
- Was the 'partnership' or 'engagement' a success?

Forgotten Habits in Partnerships

Coach

- Help your partners work out the solution by guiding them with questions instead of just telling them.
- Explain the reasoning behind decisions.

Praise

- It is too easy to focus on day-to-day requirements of getting things whilst forgetting to congratulate partners.
- Help individuals get recognized within their organization.

Reward

- If you ask for more, pay more.
- Expand or renew the partnership on favorable terms.
- Identify good and bad practices and adapt plans accordingly to incentivize commitment and quality.

Trust, honesty and openness
Perceptions and expectations
matter

But don't be overwhelmed....just
start doing it!

Thank you!