

- I really like working with Government Partnerships because, first of all, they have a clear strategy. You know, you kind of, you start building a relationship and if they like what you're doing, then you can really kind of try to align your work with theirs. It's very transparent. They're a hundred percent committed to, you know, serving the poor. And so in that way, where you can find alignment, there can be a lot of progress. There's also deep pockets. So in the sense of, it's a great opportunity to bring work to scale. Based on their strategy, if they like what you're doing, then you can really kind of build a deep, long-term relationship that can kind of stream many different types of work. So whether that'd be our work in multiple regions or our work in multiple sectors, like from energy to agriculture, there's a way to really kind of build on one kind of grant relationship to many more. They're obviously complex organizations. They are responsible to manage taxpayer money which means that there's a lot of responsibility on making sure that the investments are well thought out, they meet their strategy, and then you can also track the money and make sure you understand where it's been spent. So, in that way, it can be challenging both to get decisions made, so kind of having to work with multiple stakeholders or decision-makers, manage through the bureaucracy, and then, you know, kind of align our systems to their systems. So whether that be the way we contract or the way we report or the way we track our money and report on it, that can often be somewhat, you know, different from what we've been doing. So when you start working with a government partner it's really important to understand their strategy, see how it aligns to yours, make sure that you can report on both the activities as you accomplish them, and also make sure you can manage the money. And then it's also really important to have kind of a clear theory of change. What are you trying to accomplish? How is that gonna help achieve their goals? And then ideally you need to be able to measure that and then report on that. So whether the donor is using a performance management plan or a log frame, you really need to make sure that you're tracking your kind of key deliverables and outputs to achieve the final outcome that you've agreed on working towards. It can be kind of a daunting task to start targeting a government partner. I think there are a couple of ways in. So one is solicited proposals. So that means a government donor releases an RFP, so a request for proposal. They are very clear about what they're looking for and then they solicit expressions of interest or full proposals. They can be highly competitive. It takes quite a lot of work and quite a lot of experience to do that well. Other ways to do it are what they call unsolicited proposals. So that's an opportunity where a government has kind of put out a strategy. They're working in a specific sector, in a specific location, and through various channels you've kind of somehow connected with them and have started to develop a relationship that might turn into funding. And in that case, you know, I think in the best case scenario, they're approaching you because there's something that you do very specific and you do it the best. And so therefore they want to work directly with you. And in which case it's called an unsolicited proposal 'cause they haven't kind of put out a call, but they'll ask you for a proposal or you kind of develop one together. More and more, there's some new kind of approaches that governments are using to kind of bring in non-traditional partners. And so those can be co-creation workshops or ways to kind of bring on new partners. And so they can call it, I mean, generally it's gonna be a way to reach out to the market and bring new

players in. There's a new one that USAID is using, for example, called Invest. And so they have a contractor that, DAI manages this, and they work directly with a whole network of kind of new types of partners that they then solicit specific opportunities too to really bring in a much broader group of people. So on the solicitor proposal side, so when a large RFP comes out, they're often massive, they're multimillion dollar, and they're looking for, they do this for ease of management actually. This idea that they want to work with local partners. They want to work with a range of partners but they don't have the ability to manage a whole bunch of kind of small contracts. And so therefore they'll kind of release a large RFP but they're looking for consortium's to be formed. And in those cases, there's a whole bunch of actors, like contractors or more private sector groups, that are wholly designed to create consortia and respond to these types of calls. And so therefore, you know, as a small NGO, it's a great opportunity to build relationships with these types of actors, these types of kind of contractors or middlemen, in that both when a specific opportunity comes up if you see yourself in there, then you could kind of reach out to one to kind of form a consortium or kind of have those relationships set up beforehand so that when opportunities do come up the contractors are also have you in mind and they're thinking of you when they form consortia.