



*Partnership Management Training Manual for  
Protecting Lake Hawassa Project Partners*

In Collaboration With



May, 2023

Hawassa, Ethiopia

## Table of Contents

Module 4: Partnership management .....	4
<b>Module Description .....</b>	<b>4</b>
Module Objectives .....	4
Session 1: Introduction to Strategic Partnership Management (SPM) .....	6
1.1. Partnership and Partnership Management.....	6
1.2. Benefits of SPM .....	7
1.3. Elements of an Effective Partnership Management .....	9
Session 2: Key Skills for Effective Partnership Management .....	12
2.1. Soft Skills for Effective Partnership Management.....	12
2.2. Conflict Management.....	14
2.3. Negotiation Skills .....	15
2.3.1. Why partners of NatuReS needs negotiation skills? .....	15
2.3.2. Types of Conflict and Handling Strategies.....	16
Session 3: Partnership Development and Management Strategies .....	20
3.1. Partnership Development and Management .....	20
3.2. Why NatuReS Partners Should Invest in Strategic Partner Management? .....	20
3.3. Partnering Development Process .....	21
3.3.1. Assessment Meetings .....	22
3.3.2. Pre-Workshop Briefings .....	22
3.3.3. Partnering.....	22
3.3.4. After the Workshop .....	22
3.3.5. Investment .....	23
3.4. Stages of Partnership Development .....	23
3.5. Partnership Development Strategies .....	25

3.5.1. Concepts of Partnership Development .....	25
3.5.2. Steps to Strategize Partnership Management .....	26
3.5.3. Key Elements for successful strategic partnership .....	28
Session 4: Partnership Management and Secretarial Process .....	31
4.1. Secretarial Meeting Minutes .....	31
4.2. Secretarial Processes and skills .....	32
Bibliography .....	35

## Module 4: Partnership management

### Module Description

From its coastal periphery to the dry interior, Hawassa Lake has a number of complicated and long-term issues with managing its natural resources and environment. Both sides of the public-private divide are responsible for finding solutions to these issues, which frequently involve numerous levels of government, businesses, community organizations, and individual citizens.

These parties have occasionally sought one other out to collaborate on a project or issue. Elsewhere, government organizations have facilitated the formation of bilateral and multilateral natural resource and environmental management partnerships (such as catchment, estuary, and coastal management groups; coast-care and land-care groups), which bring people from various backgrounds and interests together for a shared goal. However, such efforts are likely to be a futile exercise without a proper knowledge and skill for better partnership management. Thus, this specific training module is designed with this realization. Among others, it aims to convey and develop the partnership management skills and knowledge of the PLH partners.

#### Module Objectives

At the end of this session participants will be able to:

- ✓ Identify the secretarial processes that should be capacitated
- ✓ appreciate the role of Partnership Management in NatuReS
- ✓ Apply conflict management skills
- ✓ Develop negotiation skills
- ✓ Apply facilitation skills in partnership design and management

# Session One: Introduction to Strategic Partnership Management

## Session Objectives

After the completion of this specific training sessions, participants will be able to

- Define the basic concepts of partnership and partnership management
- Appreciate the benefits of Partnership Management
- Understand the core elements for an effective Partnership Management

## Session Topics

---


**Session 1.1: Partnership and Partnership Management**

**Session 1.2 : Benefits of partnership Management**

**Session 1.3: Elements of an effective Partnership Management**







---








## Supporting Materials

 **Training guide/manual**

 **Projector for Power point**

## Session Objectives, Key points, Delivery Methods, Time Allocation, and Trainer Role

 <b>Session Objectives</b>	 <b>Time allocated</b>
After the completion of this specific training session participants will be able to <ul style="list-style-type: none"><li>• Define the basic concepts of partnership and partnership management</li><li>• Appreciate the benefits of Partnership Management</li><li>• Understand the core elements for an effective Partnership Management</li></ul>	<b>4 hours</b>
 <b>Contents and Key Points</b>	<b>Methodologies</b> 
 Definition of important concepts including partnership and partnership management	 Brainstorming

 Discussions on benefits of partnership management in the context of NatuReS  Discussions of the core elements for an effective partnership management	 Lecture  Group Discussions  Presentation
 <b>Material/Aids</b>	 <b>Trainer Roles</b>
<ul style="list-style-type: none"> <li>→ Training Guide</li> <li>→ Flip Chart</li> <li>→ Marker</li> <li>→ Power point Slides</li> <li>→ Projector</li> </ul>	<ul style="list-style-type: none"> <li>→ Brainstorm participants understanding of the key terms and concepts</li> <li>→ Explain the key concepts and terms by supplementing the prior knowledge of the participants</li> <li>→ Narrate the elements and benefits of effective partnership management</li> <li>→ Engage participants through Q &amp; A</li> <li>→ Summarize the session</li> </ul>

## Session 1: Introduction to Strategic Partnership Management (SPM)

### 1.1. Partnership and Partnership Management

Many conservation projects – and larger conservation programs – are carried out by partnerships among people representing different organizations and groups. As such, it is important to have individuals from each of the major partners involved in the project team. A partner can be generally defined as: Any individual, group or institution including governments and donors whose active participation and support are essential for the successful implementation of a project or program. Partnership management is the process of following up on and maintaining effective, productive, and harmonious relationships with partners. It can be as informal as phone calls, e-mails, and social visits or as formal as written, signed agreements that partners review periodically. What is most important is that you invest the time and resources needed to maintain partnerships, you communicate regularly with your partners and you both have the opportunity to assess how things are going (Mancheva, 2018; Zana , 2009).

Partnering is a commitment between two or more organizations for the purpose of achieving specific business objectives by the maximizing of the effectiveness of cooperation. Even in good circumstances business relationships can be low level transaction based and contractual. Partnering is based on the ‘Spirit of Cooperation’ and is an approach to develop a relationship of trust, open communication and team work. Partnering develops and makes explicit the implied covenant of good faith that runs through a customer/supplier contract. It does not create a new legal relationship, shift risk or change the contract tender or other documents that establish the legal relationship. Partnering can be applied to working with customers, suppliers or third parties at three levels: - Project Specific, Relationship Management or Strategic Partnering (Zana , 2009) (Widman & Bjärstig, 2017).

Partnerships ends-up in a better success under the following conditions

- When expectations are made clear and objectives are discussed in detail, there are fewer surprises and those that come up are dealt with more proactively.
- When people know each other and have an opportunity to relate as people, they find it easier to trust each other. They explore new opportunities together and work things out when problems arise.
- When people agree beforehand about what they will do when problems present themselves they respond more thoughtfully to situations and act rather than react.

## **1.2. Benefits of SPM**

**Shared Solution for shared problems:** Now a days, there is an exclusive consensus that the World is facing challenges that are quite complex and the need for solutions is immediate. Yet, no one country or organization can solve them alone. Leveraging partnership development to solve shared problems is therefore quintessential. The realities of shared problems calls for partnership and collaboration with other actors including governments, multinational corporations, international, national, regional, local organization, businesses, foundations, charity organizations, civil society, NGOs, and donors. Such partnership will be essential to addressing problems like natural resource depletion, climate change, SDGs, biodiversity commitments, and significant supply chain disruptions. By taking the time and resources to develop a strategy and a comprehensive partnership process, stakeholders stand a better chance of

partnering with impact. To guide them on their way, cross-sector change makers should consult with experienced partnership development experts to learn how they can leverage collaboration to solve pressing problems and create sustainable impact (Gunderson & Holling, 2002) (Ponniah & Ranjitha , 2010).

*Collaborative Problem Solving: The core reason for involving partners is to work jointly to solve underlying problems and come up with ideal solutions. Rallying potential partners around concrete problems to solve help significantly. As well as transparently selecting your shortlist and creating structure in your database ( (Ponniah & Ranjitha , 2010)).*

**Partners Support:** Depending on the nature of the opportunity or problem, different types of partners come into play. Established companies have the benefit of having a bigger budget or access to more resources compared to startups. That's why having partners and leveraging their support can be beneficial when it comes to moving things along quickly.

**Assist in Expanding Networks:** Having the right software in place allows you to scout and filter new potential partnership opportunities. It can also save you time and enable you to grow your network quickly. Partnerships also give you the opportunity to meet other like-minded peers and build long-lasting relationships that could lead to further partnerships down the road.

In terms of specific projects, the benefits of partnering can be:

- Better coordination among key players resulting in projects that come in on time and at or below cost
- Better quality projects
- More effective communications
- Improved working relationships
- Improved dispute resolution resulting in a reduced number of claims.

When you apply a partnering approach at a strategic level relationship between two organizations it can also lead to:

- Innovative and creative business solutions
- New ways of doing business
- Improved business processes



- Reduction in costs & shared savings

### **1.3. Elements of an Effective Partnership Management**

By including key partners in your project team and in all steps of the planning process, you will help to create a framework for guidance and leadership to implement your project, and you will create a sound basis for managing (and monitoring) a partnership of equals that ensures all stakeholders' opinions and needs are respected. The successful engagement and management of partners in your project's implementation can yield great results, but it is a challenging effort. The following are some guiding principles drawn from effective partnerships across the various project networks (Zana , 2009):

- ✓ Maximize diversity: Draw your partners from a diverse mix of entities that may include conservation NGOs, other NGOs, small grassroots organizations, local community members, aid agencies, donors, government agencies, and corporations. Consider partners that multiply your resources, capacity and effectiveness in various ways and are not just sources of revenue; for example .non-conservation NGOs or aid agencies that carry out projects and activities to help meet project objectives and goals.
- ✓ Minimize transaction costs: Consider that engaging partners and stakeholders often increases the time it takes to plan or carry out work – in developing a common vision and goals, keeping everyone organized, on task and delivering results toward your common vision and goals. Successful implementation requires finding the right balance of good decision making and management among partners without burdening the project with unnecessary structure and bureaucracy.
- ✓ Create multiple roles: It is often important to have individuals from each of the major stakeholder groups involved in implementation at some level, but it is not necessary to give each the same role. Each partner has its own interests and agenda, and its role in implementation will vary. Partnership management systems need to provide the means to engage each partner at an appropriate and effective level – ranging from simply receiving communications, to an advisory role, to a fully engaged leadership and management role.
- ✓ Plan for transition: Often leadership shifts during a long-term project, which will be reflected in governance and management of partners.

Moreover, the following are important elements for partnership management.

1. **Shared Objectives** – we create a shared vision of what we are wanting to achieve together
2. **Value for Each Partner**– each party identifies and shares the value for themselves in taking a partnering approach
3. **Trust** – we create clarity around expectations and values and commit to an ongoing relationship scorecard that builds trust.

## Session Two: Skills for Effective Partnership Management

### Session Objectives

After the completion of this specific training sessions, participants will be able to

- Understand the skills required for an effective partnership management
- Apply the soft skills required in partnership management
- Develop conflict management skills
- Develop negotiation skills
- Identify types of conflict in the context of NatuReS
- Appreciate the different conflict handling strategies in NatuReS activities

### Session Topics

---

**Session 2.1: Soft skills for an effective Partnership Management**

**Session 2.2 : Conflict Management in NatuReS**

**Session 2.3: Negotiation skills**







**Session 2.4: Types of Conflict and Handling Strategies**

---

## Supporting Materials

👉 Training guide/manual
👉 Projector for Power point

**Session Objectives, Key points, Delivery Methods, Time Allocation, and Trainer Role**

 <b>Session Objectives</b>	 <b>Time allocated</b>
<p>After the completion of this specific training session participants will be able to</p> <ul style="list-style-type: none"> <li>• Understand the skills required for an effective partnership management</li> <li>• Apply the soft skills required in partnership management</li> <li>• Develop conflict management skills</li> <li>• Develop negotiation skills</li> <li>• Identify types of conflict in the context of NatuReS</li> <li>• Appreciate the different conflict handling strategies in NatuReS activities</li> </ul>	<p><b>6 hours</b></p>
 <b>Contents and Key Points</b>	<b>Methodologies</b> 
<ul style="list-style-type: none"> <li>☞ Describe the skills required for effective partnership management</li> <li>☞ Discuss conflicts in NatuReS activities</li> <li>☞ Negotiation skills in partnership management</li> <li>☞ Types of conflict</li> <li>☞ Ways of handling conflicts</li> </ul>	<ul style="list-style-type: none"> <li>➤ Brainstorming</li> <li>➤ Lecture</li> <li>➤ Group Discussions</li> <li>➤ Presentation</li> </ul>
 <b>Material/Aids</b>	 <b>Trainer Roles</b>
<ul style="list-style-type: none"> <li>→ Training Guide</li> <li>→ Flip Chart</li> <li>→ Marker</li> <li>→ Power point Slides</li> <li>→ Projector</li> </ul>	<ul style="list-style-type: none"> <li>→ Brainstorm participants understanding of the key terms and concepts</li> <li>→ Allow participants to identify conflicts in NatuReS and ways of handling conflicts</li> <li>→ Narrate the elements and benefits of effective partnership management</li> <li>→ Engage participants through Q &amp; A</li> <li>→ Summarize the session</li> </ul>

## **Session 2: Key Skills for Effective Partnership Management**

### **2.1. Soft Skills for Effective Partnership Management**

Organizations that see the value in cross-sector collaboration tend to focus their energy on selecting the right partner. But there is another important aspect of strong partnerships that is often overlooked: the strength of partnership soft skills. Partnership soft skills are a critical ingredient to the success of any partnership. The partnership builders on your team need more than technical expertise. They could be rock stars in their respective fields; however, if they're not savvy about working well with others, they probably aren't the best choice to represent your organization. Instead, identify and nurture staff who keep an open mind, roll with the punches, and genuinely enjoy interacting with others (Moore , 1996). The following are the four most important Partnership Soft Skills Every Cross-Sector Partner Should Master

1. Empathy: This first partnership soft skill doesn't come easily to all. In fact, some people by nature have a challenging time understanding how others feel. If this is the case, working on developing skills in Emotional Intelligence (EI) may prove beneficial, as it fosters the ability to recognize and manage one's own and others' emotions, even when it's a challenge to feel what it is like to walk in someone else's shoes. A lot has been written about EI and ways to improve capabilities in four domains: self-awareness, self-management, social awareness, and relationship management This allows for a deeper understanding and appreciation of the goals, ambitions, worries, interests, fears, and dreams of your partners, not just your own. Partnership managers and members should adopt an empathetic mindset as well as a mindful empathy practice as core partnership soft skills. Be curious about other sectors and parts of the world. Listen more than you talk, and respect social and cultural differences. Welcome the chance to be challenged by a range of approaches and values, and your partnership will be stronger for it.

2. Authenticity: Practicing empathy allows you to better understand your partners. Authenticity allows them to better understand you. People describe authenticity differently. Characteristics like genuineness, transparency, gratitude, and reciprocation are often mentioned. At their core, authentic partnerships are built on trust, and trust is built on honesty. And at the heart of fostering both is a commitment to open dialogue, active listening, and engagement that exhibits mutual

respect. And these are partnership soft skills that can be honed and improved. Partnerships involve time and effort. When authenticity is valued and prioritized, collaborations are said to be even more energizing and meaningful, even if the goals of partners differ at the onset. It's only natural that driving motivations might differ among partners. That's fine. What's not fine is when partners attempt to hide or obfuscate their organization's true reasons for partnering. This is especially critical when an imbalance in power, real or perceived, is present. That is why authenticity also includes adopting an ethos of empowerment and a dedication to effective communication. This includes being real, genuine, and sharing challenges and limitations your organization is up against. Be forthcoming, too, about the results you need to achieve for your organization to deem the partnership a success. And then, actively encourage other partners to do the same. In managing cross-sector partnerships, the ability to create an environment in which trust is built and sustained through authentic exchange, is a partnership soft skill paramount to outcome success.

3. Open-mindedness: Effective collaboration through partnerships is about creating something new—and that involves a lot of wading through unfamiliar territory. No one wants to spin their wheels on a project that's going nowhere, but partners need to be able to embrace some level of uncertainty. From assessment of creativity, design, and innovation to an understanding of entrepreneurial success, the trait or characteristic of “openness” (to some degree of risk, uncertainty, novel ideas, and new opportunities) is often cited as a necessary driver. And that is true of successful partnerships as well. It's important to note that openness is not dichotomous in that you either have it or don't. Instead, openness includes a sliding scale based on degree, and is mostly situational. In other words, some people might be more open to novelty in certain situations or project approaches as opposed to others. Often openness in these cases is linked to degrees or levels of comfort/discomfort. That means people can work on becoming more accepting of the discomfort they feel working in ambiguity, which may have stopped them before. This is a partnership soft skill that can be developed over time, especially in supportive environments. Good partners are dedicated to rethinking or retooling a faulty solution until the team gets it right. Iteration is a core activity for any cross-sector partnership. As you begin to see results (or not), the scope and focus of your engagement will almost always change. Be aware that rigid thinkers who may struggle to remain open-minded in the face of ambiguity might resist the natural evolution of the partnership.

4. Contextual Intelligence: There are several important roles on any partnership team, but all team members should be able to sift through assumptions, values, and vernacular to understand what's at stake and articulate why it matters. Here, you need people who can see the big picture—its scope, its nuances, and what it means for the key players involved. This partnership soft skill is a combination of situational awareness and the capacity to describe what's going on in a way that resonates with others. Contextual intelligence is even more critical in cross-sector partnerships that span different regions. Although we are globally connected, conditions differ enormously from place to place, in ways that aren't predictable or easy to codify. This includes not only differences in physical geography, but also of institutional character. The ability to recognize the ways in which different economic development conditions, cultural norms, language, education, religious practices, and governance both diverge and converge is a partnership soft skill that can be developed often over time. This is often cumulative through field experience and cross-disciplinary work.

## **2.2. Conflict Management**

The emerging innovation systems paradigms require new partnerships and network in the design and implementation of agricultural research for development. For an organization to realize the full potential of the collaborative advantage of partnerships, it must be skilled not only in identifying the right partners, but also should be able to manage these partnerships very effectively. This requires a new set of skills and tools. Among others, the key sets of skill required are: interpersonal skills, facilitation skills, conflict management skills, feedback skills and negotiation skills. Innovation system requires the involvement of different actors in the process. The engagement with different actors will increase the possibility of entering into some sort conflict with one another. If this conflict is left unresolved the innovation process will be disrupted and will be hard for innovation to happen. Therefore, competency in conflict management is a key skill required by actors in the innovation system. Conflict management offers approaches that help in preventing or resolving conflicts. Conflict management could only be understood and managed in the context of culture. Different communities have different ways of perceiving, acknowledging and resolving a conflict. We all have gone through some sort of conflict in our life time. This shows that conflict is pervasive and normal part of our life. Moreover, if well managed and handled skilfully it can be harnessed to lead into positive and higher level of trust, understanding and

productive engagement. When dealing with conflict management it would be good to take this into consideration (Zana , 2009).

To sum – up, the following are important skills for conflict management in NatuReS partnership management:

- Listening, listening, more listening
- Build and maintain rapport
- Acknowledging perceptions, accommodating cultural differences
- Understanding and describing the viewpoints of others
- Identifying needs, interests, concerns and fears
- Encouraging conflicting parties to listen to each other
- Setting and getting agreement on rules
- Starting and keeping constructive discussion

## **2.3. Negotiation Skills**

Irrespective of where you work, negotiation is an ever-present feature in any organization. Given the role of negotiation in the workplace, it is important for all actors within an innovation system to improve their negotiations skills. In forming and managing effective partnership, negotiation is a key element. Given its importance, many organizations make negotiation as a core competency.

### **2.3.1. Why partners of NatuReS needs negotiation skills?**

Negotiation skill is an essential skill in any project or business. Yet, it is more essential and necessary for NatuReS projects than other projects due to the fact that conflicts that arise from the use of natural resources is tremendous and engages multiple parties. Besides, conflicts that stems from natural resource use and/or natural resource projects interventions are not temporally and spatially bounded. Natural resources induced conflicts do have ramifications on the existing and future situations of living and non – living things and these ramifications are often trans-boundary by their very nature. Generally, partners of a NatuReS activities highly need negotiation skills because these skills will bring them the following advantages/benefits:

- Conflict resolutions: Conflicts often lead to poor performance. Ability to negotiate and resolve conflicts can enhance the morale and productivity.
- Cost reductions: When organizations develop competence in negotiation, they can reduce costs and inefficiencies associated with flawed contracts/agreements.
- Better relationship: Negotiations enhances interactions between partners. Successful negotiation leads to mutually agreeable purposes and consensus. This will strengthen the relationship and builds a sense of trust.
- Enhanced performance: In some negotiations, people and organizations represent their own interest. In other cases people may use an agent—a third party is representing the interest of one group. Irrespective of the type of negotiation the common issues centred around any negotiation are: information asymmetry, divided interest among principles and conflict of interest
  - Information asymmetry—refers to a situation in which one partner has more information than the other.
  - Divided interest—many agents face the challenge of serving divided internal interest.
  - Conflict of interest—every agent is bound to have a personal agenda and that agenda may conflict with the principal's agenda.

### 2.3.2. Types of Conflict and Handling Strategies

There are different ways of handling a conflict, depending on the type of conflict and on the atmosphere in the group. But, in general, the conflict-resolution strategies listed below provide a constructive way of finding solutions. The first and most important step is that every group member should be involved in solving the group's conflicts (Widman & Bjärstig, 2017). The following strategies are listed in the order of preference, one being less preferred, although the goal is actually very difficult to reach!

1. **Avoiding conflict:** Groups that avoid conflicts remain on the surface of their relationships: they don't allow opposition or submit themselves to any arising opposition. Their conflicts are denied, kept hidden, or suppressed.



2. **Elimination of the conflicting party/parties:** Members that oppose or disrupt the group's aims and objectives are driven out of the group. This can happen through punishment, bad talk, or just ignoring their wishes. The thoughts of the opposition are: 'We give up,' 'We are insulted,' or 'We are going to make a group of our own.'
3. **Suppression of the minority:** The group suppresses those with other opinions by any means they have. The minority is expected to listen and obey what the majority wants and thinks is best for the group (e.g. for them). For some time this strategy will work, because the minority is afraid, but sooner or later tensions and hostility will become so strong that the group will break apart. Voting is actually a smoother form of suppression, because there will always be a winning majority and a losing minority.
4. **Agreement:** The majority rules and decides, but the minority does not feel oppressed by that and agrees to what is proposed.
5. **Alliance:** Different parties do not give up their different opinions, but they agree on a common point to reach a step both think is good for them. The conflict is still there, it is just asleep, until the step or the short-term goal is reached. If that is done and the conflict is still there, it will arise again.
6. **Compromise:** When the parties involved in a conflict have about the same amount of power and cannot oppress each other, they will look for a compromise. Each group gives in as much as it thinks it can in order to reach a better solution in the end. Conflicts are very often solved in this way. The parties think 'better to give in a little bit to reach some sort of solution than none at all.' But they are not fully happy about the final solution, as it is often less than they expected.
7. **Integration of the different views into a new one:** This form of solving a conflict is the best, but also the rarest. The different opinions are discussed, weighed against each other, and measured against the common aim. The whole group is involved in the conflict-solving process and each member takes care that his/her wishes are recognized as much as possible. This solution can differ from the views of the conflicting parties, but the newfound common solution could be even better than the ones that existed before: something new was created by involving everyone.

The different strategies of the different parties, i.e. the approaches used differ depending upon the extent to which:

- The party values the maintenance of good relations with other parties; and
- The importance the partner places on achieving its own goal. Each of the five possible strategies (accommodation, consensus, compromises/tradeoffs, withdrawal or force) has its advantages and disadvantages. Ideally one should look for consensual negotiations. It is important to build and maintain an open dialogue in any situation, when dealing with conflicts

## Session Three: Partnership Management and Development Strategies

### Session Objectives

After the completion of this specific training sessions, participants will be able to

- Understand partnership management from the vantage point of NatuReS
- Appreciate the need to invest in strategic partnership management
- Understand the processes involved in partnering for NatuReS
- Recognize the stages of partnership development
- Know and apply the strategies in partnership development

### Session Topics

---

**Session 3.1: Partnership Management**

**Session 3.2: Why NatuReS partners should invest in Strategic Partnership Management?**

**Session 3.3: Partnering Process**

**Session 3.4: Stages of Partnership Development**







**Session 3.5: Partnership Development Strategies**

---

## Supporting Materials

📖 Training guide/manual
📽 Projector for Power point

## Session Objectives, Key points, Delivery Methods, Time Allocation, and Trainer Role

 <b>Session Objectives</b>	 <b>Time allocated</b>
<p>After the completion of this specific training session participants will be able to</p> <ul style="list-style-type: none"> <li>• Understand partnership management from the vantage point of NatuReS</li> <li>• Appreciate the need to invest in strategic partnership management</li> <li>• Understand the processes involved in partnering for NatuReS</li> <li>• Recognize the stages of partnership development</li> <li>• Know and apply the strategies in partnership development</li> </ul>	<p><b>6 hours</b></p>
 <b>Contents and Key Points</b>	<b>Methodologies</b> 
<ul style="list-style-type: none"> <li>☞ Definition of partnership management from NatuReS activities angle;</li> <li>☞ Rationale to invest in strategic partnership management in the context of NatuReS</li> <li>☞ Explain the processes of partnering;</li> <li>☞ Partnership development and stages in it</li> <li>☞ Strategies for a successful partnership development</li> </ul>	<ul style="list-style-type: none"> <li>➤ Brainstorming</li> <li>➤ Lecture</li> <li>➤ Group Discussions</li> <li>➤ Presentation</li> </ul>
 <b>Material/Aids</b>	 <b>Trainer Roles</b>
<ul style="list-style-type: none"> <li>→ Training Guide</li> <li>→ Flip Chart</li> <li>→ Marker</li> <li>→ Power point Slides</li> <li>→ Projector</li> </ul>	<ul style="list-style-type: none"> <li>→ Brainstorm participants understanding of the key terms and concepts</li> <li>→ Allow participants to discuss on the need to invest in partnership development and management for NatuReS activities.</li> <li>→ Narrate the steps and strategies for partnership development and management</li> <li>→ Engage participants through Q &amp; A</li> <li>→ Summarize the session</li> </ul>

## Session 3: Partnership Development and Management Strategies

### 3.1. Partnership Development and Management

Partnership development is the process of identifying, selecting/vetting, launching, and managing a mutually beneficial partnership between two or more organizations. It is a customer-centric approach to business development. Partner Development is a process by which a firm seeking to form partnerships approach potential partners in advance to reduce the risk of providing the wrong things.

There are many definitions of strategic partnership management, but the following definition shall be adopted to the NatuReS context:

*Strategic partnership management is about identifying problems to be solved collaboratively with partners, scouting for matching partners and then building a long-lasting relationship with them – keeping stakeholders in the loop. The problems to be solved are directly or indirectly linked to the natural resource base and the communities that depend on it for their survival. Proper partnership management in NatuReS is likely to have transboundary implications. As a result, partnership management in our context deals with communities and natural resource bases in geographically dissimilar locations.*

### 3.2. Why NatuReS Partners Should Invest in Strategic Partner Management?

Strategic partnership extends for a relatively longer period of time and may demand huge capital and other resources investment. If your NatuReS partnership is about investing time, money, and energy into strategic partner management, it's worth highlighting these three key benefits of partnering up with other corporations or donors:

- **Open-up new opportunities:**

NatuReS partnership should open-up new avenues and opportunities that will enhance the performance of the partnership. The strategic partnership management should be made with the intention of exploring and attracting new opportunities. For instance, your investment in the strategic partnership management may bring in external experts to solve your current challenges. And if those experts already have proven solutions out in the market, collaboration looks like an attractive opportunity.

➤ **Gain new partnerships quickly**

Partnership management for NatuReS should be made sooner than later. This is because delays are likely to have a devastating effect on the natural resource base and on the community that it supports. The faster you can leverage partnerships, the bigger your competitive advantage will become. New or start-up partnership and collaboration like the PLH, speed is of the essence. Otherwise, a competitor might snap up the opportunity.

➤ **Receive additional guidance on gaining new partnerships**

It is likely that the NatuReS around Lake Hawassa will partner with several corporations and donors (national or international). These international and national agencies do have high level experience and skill in partnership management from which your partnership can gain guidance and new ways of doing stewardship and partnership activities. Right now, it's likely that there are already one or several potential partnerships in discussion with your partnership. But some of you may not be aware how to efficiently bring these conversations to a successful end. Guiding these members of partners on what to do and how to do it will increase the probability of success.

### **3.3. Partnering Development Process**

Partnering Process: Partnering can be initiated by any party in the relationship. In most instances the party will use an outside, neutral facilitator who is knowledgeable about the process and skilled in leading the group through it. The overall aim is to develop a framework for working together in the ‘Spirit of Partnership’.

### **3.3.1. Assessment Meetings**

- Initial qualification on the benefit of partnering done by one party
- Meet with key contact from other party to gain support for partnering
- Secure senior executive support from both parties
- Key players agree on overall objectives, identify attendees, set dates and design partnering workshop.

### **3.3.2. Pre-Workshop Briefings**

- Facilitator briefs each party separately
- Attendees understand partnering philosophy, their role in the process and the workshop aims, objectives and agenda
- Pre-work distributed
- scheduled a week prior to the workshop

### **3.3.3. Partnering**

- This is about bringing both parties come together for the following outcome
  - A partnering charter including mutually agreed objectives and values to work by
  - An understanding of each other's business direction and roles
  - An understanding of expectations and current issues
  - Opportunities identified to be explored for mutual benefit
  - Communication protocols and issue resolution process
  - A joint evaluation process for the relationship
  - An agreed action plan and partnering champions.

### **3.3.4. After the Workshop**

- Facilitator meets with relationship owners after the workshop to debrief outcomes and tie up any loose ends
- Continuous joint evaluation by the 'new team'
- Further workshops to review progress, update the charter and to engage new individuals and new groups.

### **3.3.5. Investment**

The key investment is senior executives making the time to attend the initial workshop and then the three to six monthly reviews. Having a true ‘vertical slice’ from each organization in dialogue is critical for the success of partnering. The facilitator is used in the initial assessment designing the workshop agenda, coaching participants through the workshop and recording plus following up on the workshop’s outcomes. The above process usually entails three days of consulting/facilitation time over a month depending on the scope and number of participants involved.

## **3.4. Stages of Partnership Development**

The following are five important stages of partnership development from initial strategy to scaling impact:

### **1. Partnership Scoping and Strategy Development**

Although there may be many organizational-specific outputs at this stage, the most foundational for successful partnership development in this beginning partnership strategy phase include:

- Partnership problem statement
- Map of core organizational goals and KPIs (Key Performance Indicators) for key teams, relevant to the partnership problem statement
- List of target markets and geographies for partnership
- Map of organizational assets and gaps for partnership
- An established process of Monitoring, Evaluation & Learning (MEL)

### **2. Partnership Opportunity Mapping**

Developing a successful partnership with multiple stakeholders is an emergent process that requires effort, resources, and time (collaboration does not happen overnight). In many instances, partnerships based on pre-existing relationships can be successful, particularly when needs are immediate. With existing partners, there is already an established level of trust and familiarity that can aid in resolving conflicts when they arise and sustaining the partnership long-term. However, sometimes the nature of the problem itself, specific needs, and identified gaps from the first

strategy phase in the partnership process conclude a new or expanded partnership is necessary. There are a vast number of potential partners out there—and most of them are probably unknown to you. It is important that the right partners are chosen. It may be beneficial to seek out a handful of experts who can describe the type of organizations that are impacted by the problem you have delineated and may already be working to solve it. The common advised wisdom is to go broad rather than deep. This means looking at an array of organizations - other companies, nonprofits, NGOs, government agencies, foundations, civic groups, academic and research organizations, activist organizations, religious and community groups. Broad criteria to consider when seeking partners include not only expertise, but availability of compatible and complementary resources, commitment to outcomes, even if goals for participation differ, reputation among targeted stakeholders, and compatible interests, among others. By tapping into local and global networks and using tools like systems thinking, you stand a better chance of connecting with organizations that have the motivation and capabilities to partner effectively. Key outputs for partnership opportunity mapping include:

- Partner landscape assessment
- Prioritized list of partnership concepts and potential partners

### **3. Partnership Design and Facilitation**

A true strategic partnership is shared from the ground up. That means working together to co-design a partnership business model that leverages each partner's interests and strengths to effectively achieve shared goals. An experienced third-party moderator can help set the stage for success, by helping partners build trust, retain focus, and address organizational or personnel conflicts before they become deal-breakers. This is an ideal phase in strategic partnership development where partners examine and adopt a Theory of Change (TOC) that will, like a compass, guide partners through the change process together, as well as in their own organizations.

### **4. Adaptive Management and Implementation**

Partners can put out a well-written press release announcing their new partnership—but still come up short when it's time to actually do the work. It's crucial to think through partnership roles and responsibilities and match tasks to timelines. Partners should understand at the onset that partnering is rarely smooth sailing and gales are likely. Implementation challenges become evident



at this stage and management can be difficult. Progress on partnership goals may be slow, frustration may ensue due to organizational cultural differences, and there may be internal pushback and even disengagement by one or more partners. However, this is considered normal, and with a strong process in place for communication that provides trust, transparency, and equity among partners to raise and address issues can be a healthy juncture in partnership development. Partners should communicate often, report on progress regularly, empower key team members, be mindful of mutual benefits for all partners, and prioritize strong, adaptive partnership management. Key outputs for the partnership implementation phase include:

- Collaborative annual (or quarterly) partnership activity plans
- Impact monitoring metrics and plan
- Communications and reporting plan

## 5. Scaling and Sustaining Impact

From the very start, you should be thinking about what comes next for partnership sustainability and scale. This can look quite different depending on what your partnership set out to achieve. But the key question is: What would it take to grow our impact and make it last? There are a number of key factors that should be considered at this phase if continuation of efforts is a shared goal. Partners must assess capacity long-term for ongoing support and participation, the extent of organizational leadership and buy-in, whether through learning there are adjustments that should be made, or even pivots that take the partnership in a new direction, and whether new goals and outcomes must be defined. Key outputs include:

- Partnership sustainability plan
- Map of pathways to scale, and corresponding action plan

## 3.5. Partnership Development Strategies

### 3.5.1. Concepts of Partnership Development

Partnership development is the process of identifying, vetting, launching, and managing a mutually beneficial partnership between two or more organizations. As organizations set their sights on building more ethical supply chains that mirror their corporate sustainability priorities, engaging

in strategic partnership development has become a priority. In fact some companies are hiring partnership specialists or partnership managers to design and carry out strategic partnership development, while others are embedding social enterprises directly within their existing supply and value chains (to promote greater Diversity, Equity, and Inclusion (DEI) across the organization, for example). When strategic in nature and innovative in design, a comprehensive and dynamic partnership process can help organizations achieve mutually beneficial outcomes. We have found a planned and phased approach is needed for partnerships to build the necessary foundation in order for subsequent stages to flourish (Camilla , Therese, & Katarina , 2018). Below, we have summarized how you could succeed across each phase of partnership development—from problem and partner identification—through launch and management of partnership projects.

### **3.5.2. Steps to Strategize Partnership Management**

Successful partnerships are the result of proper nurturing, transparent communication, effective tools, accountability, and the willingness to change if needed. If implemented correctly, it can help partnerships thrive and achieve expected results.

#### **1. Establish Clear Foundation**

**Discuss common goals:** Because in strategic alliances, businesses often assume that being in the same department means everyone is on the same page. That increases stress on partnerships and reduces the odds of success. Your workflow and processes should meet both your and your partners' needs. Your negotiations, plans, and strategies should be transparent. Include all the individuals involved in the day-to-day lead operations. A partnership relationship management portal provides a centralized interface to track and manage the pipeline. It gives your partners and internal staff a unified platform to share ideas and insights and view progress. It helps them identify loopholes. For instance, when registering deals, everyone has visibility of the possibility of the lead at every stage. Besides, partners can easily find all the information they need to approach a client along with numbers like win/loss opportunities, customer requirements, and special pricing offers based on manufacturers and developers, etc. A PRM portal lays a strong foundation for relationship management. Partners have access to every data they need – objectives, leads/opportunities, profit/loss, and more.

## **2. Provide Comprehensive Onboarding and Training**

Ensure that partners get all the training and support to promote products and services. There should be a program for new product orientation, marketing strategies, and support. Creating a repository of articles, documents, videos, manuals, and marketing plans is essential to success. A partnership management portal automates the onboarding process with triggered workflows. Plus, it provides easy access to all the learning materials, including datasheets, manuals, workflows, blogs, etc. It helps personalize training and achieve training milestones by giving partners a chance to self-learn, earn incentives, certifications, and rewards, and experiment at their own pace (Peter , 2002).

## **3. Nurture Relationships**

Every business that starts successfully can erode due to communication and collaboration issues. Hence, one of the partnership management strategies is to connect with partners. Understand them, their skills, interests, etc. It helps enhance communication and collaboration. A community feature makes it possible. It helps everyone on the team – partners and members to connect despite the geographical constraints. In addition to effective communication, virtual meetings require high-quality video and audio. Make sure you and your partners are equipped with reliable video conferencing software and do webcam test and microphone tests beforehand to ensure everything runs smoothly. You can also record your meeting by using a camera recorder to make sure that absent colleagues will be able to see the meeting. They can discuss ideas, interests, challenges, and more with fellow mates. Transparency and data visibility further helps recognize each other's capabilities, culture, and achievements. It strengthens relationships and helps businesses create more opportunities (Andonova, 2010).

## **4. Invest in Tools, Technologies, and Processes**

Bringing in partners from different regions can be challenging as they may have different styles and expectations. Even their way of working may differ. Providing multiple channels of communication can frustrate them. A partner relationship management portal provides a unified interface where all the partners can communicate together. They can share financial reports, converse with leads, learn about products and services, manage their transactions and internal workflows, etc. You, as a business owner, can track their activities, define key performance metrics, and evaluate their performance. The best thing is that you don't have to manage everything manually. A partner portal helps automate the workflows. For instance, partners can track their lead count and other updates. Triggered emails and messages can be sent wherever required in the

lead pipeline. It also allows third-party integrations to ensure that businesses and partners can access all the required tools and techniques in one place.

## **5. Emphasize Accountability with Data**

No process is risk worthy unless you have the numbers to justify it. Hence, businesses should define the key metrics/targets that partners should hit to succeed. What should be the average lead count for partners to earn certain rewards? And so on. A PRM platform helps businesses track their channel partners' activity and gathers data to provide valuable insights such as:

- Total traffic generated from different channels
- Transcripts of customer interaction and how they respond to a particular action or marketing campaign. What steps were taken to resolve their queries, etc.?
- Performance overview of partners – communication, leads generated, customers turned, and more.
- Real-time data of internal processes and strategies yielding results or need revision
- Capturing ideas and feedback that can help improve marketing and sales initiatives

## **6. Provide Dynamic Partnership**

Along with digitalization, partners also expect flexibility at the negotiation stage and the stages above. A few reasons are local challenges, integration norms, and compliance policies. So, for strategic partnership management, it's crucial that you provide partners with the flexibility to grow and request changes as per the changing market trends. They can ask for sharing services, expanding business, shifting to different products/services, etc. You should, in fact, encourage them to change as per the changing customer expectations. They should have the freedom to negotiate on financial aspects too. In short, give them the flexibility to shape themselves to be beneficial for both – them and the business. Partnership management is a collaborative approach, and only with the right tools and suitable partners, it's possible to get the most out of partnership management strategies.

### **3.5.3. Key Elements for successful strategic partnership**

NatuReS partners are expected to create successful strategic partnership and networking. The following are the three most important elements to create a successful strategic partnership

#### a) **Scout for new partners online**

Use existing technology tools and digital marketing channels like email, LinkedIn, and WhatsApp. Regularly update your corporation's online profiles to highlight accomplishments. Use the internet and involve external scouts and recruiters for extended reach and new network connections.

#### b) **Assess and select your partners carefully**

**Self-analysis:** Relationships get off to a good start when partners know themselves and their industry. It's helpful if executives have experience in evaluating potential partnerships so that they won't be easily swayed by the first prospect that comes along.

**Relationship chemistry:** Highlighting the personal side of business relationships is not to deny the importance of the financial and strategic aspects of partnerships. Deals often turn on the rapport between chief executives that stems from their personal and social interests. A good personal rapport between executives creates goodwill to draw on if tensions develop.

**Partnership compatibility:** The courtship period tests compatibility in terms of common experiences, values, principles, and goals for the future. While analysts can examine financial viability, leaders can assess the less tangible aspects of compatibility.

#### c) **Document interactions with potential partners**

Document every interaction with potential partnerships in your system and include detailed notes so everyone can view the progress being made. With those three key elements in place there is no reason why you can't develop successful partner relationships.

## **Session Four: Partnership Management and Secretarial Processes**

### **Session Objectives**

After the completion of this specific training sessions, participants will be able to

- Understand and appreciate the role of secretarial services in partnership management




- Identify the secretarial processes
- Comprehend secretarial meeting minutes
- Know and practice minute taking and reporting
- Identify the major components of a quality meeting
- Recognize and apply secretarial skills and processes

## Session Topics





**Session 4.1: Secretarial Meetings Minutes**



**Session 4.2: Secretarial Processes and Skills**

## Supporting Materials

 <b>Training guide/manual</b>
 <b>Projector for Power point</b>
 <b>Sample minutes</b>
 <b>Designer made Minute templates</b>

## Session Objectives, Key points, Delivery Methods, Time Allocation, and Trainer Role

 <b>Session Objectives</b>	 <b>Time allocated</b>
<p>After the completion of this specific training session participants will be able to</p> <ul style="list-style-type: none"> <li>• Understand and appreciate the role of secretarial services in partnership management</li> <li>• Identify the secretarial processes</li> <li>• Comprehend secretarial meeting minutes</li> <li>• Know and practice minute taking and reporting</li> <li>• Identify the major components of a quality meeting</li> <li>• Recognize and apply secretarial skills and processes</li> </ul>	<p><b>4 hours</b></p>
 <b>Contents and Key Points</b>	<b>Methodologies</b> 

<ul style="list-style-type: none"> <li>☞ Meeting minutes for partnership management</li> <li>☞ Components of a quality meeting minutes</li> <li>☞ Secretarial processes</li> <li>☞ Secretarial skills</li> </ul>	<ul style="list-style-type: none"> <li>➤ Brainstorming</li> <li>➤ Demonstrations</li> <li>➤ Practical sessions</li> <li>➤ Group Discussions</li> <li>➤ Presentation</li> </ul>
 <b>Material/Aids</b>	 <b>Trainer Roles</b>
<ul style="list-style-type: none"> <li>→ Training Guide</li> <li>→ Designer made minutes templates</li> <li>→ Flip Chart</li> <li>→ Marker</li> <li>→ Power point Slides</li> <li>→ Projector</li> </ul>	<ul style="list-style-type: none"> <li>→ Brainstorm participants understanding of the key terms and concepts</li> <li>→ Allow participants to practice minute taking</li> <li>→ Narrate the secretarial processes</li> <li>→ Discuss the skills of a good secretary</li> <li>→ Engage participants through Q &amp; A</li> <li>→ Summarize the session</li> </ul>

## Session 4: Partnership Management and Secretarial Process

### 4.1. Secretarial Meeting Minutes

People usually associate meeting minute with the word ‘minute’ and often keep a record of whatever said by meeting attendants in every single minute. But this should not be taken as a good practice. The word “minutes” in “meeting minutes” has no relevance to time. Rather, the term comes from a Latin Word “minutia”, to refer to trifles or details. Meeting minutes are an official and legal records for its participants. They are the participants' formal record of the meeting. Meeting minutes serve as informational resources for partnership members who couldn't attend it. Meeting minutes capture the relevant details of a meeting as a record for attendees and other interested parties. Meeting minutes, despite their name, don't have to be a record of every single minute; instead, they can be used as a tool to just capture the most important details. Yet, they are blamed for their inefficiency and are considered as organizationally wasteful exercise in terms of staff or participants time, energy, and resources. Meetings are a common method used in organizations to advance tasks.

## **Who is responsible for taking meeting minutes?**

The corporate secretary generally takes notes and prepares meeting minutes. If there is no specific role for this in your company, the job should rotate between people who know how to take notes for a meeting. When taking meeting minutes, it is best to use a template like Slite's [free meeting minutes template](#).

- Keep track and stay organized in any discussion using this template for meeting minutes. Search for the following matching template
  - a. "double stripe"
  - b. "Blue curve"
  - c. "Silte"

## **4.2. Secretarial Processes and skills**

A NatuReS partnership secretary plays an important role in NatuReS partnerships. A NatuReS secretary is responsible for managing tasks such as organizing meeting agendas and board evaluations, communicating with shareholders, and working with the business partners of their customers.

**Duties of a secretariat:** Among others secretarial assignments include such duties as office coordination, scheduling meetings, preparing and maintaining office records, reports, and correspondence pertaining to the professional(s)'s and/or management staff's area of responsibility.

### **Secretarial Skills**

**1. Organizational Skills:** The NatuReS partnership secretary must be aware of your business goals and overall working procedures to ensure your business requirements are fulfilled. It is also the responsibility of the company secretary to make sure your business is complying with the company law in Singapore. By implementing suitable policies and frameworks at your company, the company secretary will be ensuring a smooth and efficient operation.

**2. Comprehensive Understanding:** It is extremely important that the company secretary of your choice has comprehensive knowledge about various departments of your company. This way they will be able to properly plan and implement the necessary policies and procedures needed for the success of your company.



**3. Ensure Compliance:** The company secretary should be an expert in planning because it is a crucial part of ensuring internal and external compliance and scheduling of various board meetings. A reliable company secretary is the one who will keep a close eye on every important affair of the business and carefully plan the business functions.

**4. Multitasking Skills:** A company secretary has a lot of different responsibilities towards an organization. Along with preparing for meetings, he or she also has to ensure governance compliance and maintain smooth communication between the directors, management, and shareholders. Therefore, when hiring a company secretary, ensure that he or she will be able to handle various tasks and responsibilities. Juggling different priorities and collaborating with different people at the same time is one of the most important skills that a company secretary should have. Thus you should not compromise on this essential skill.

**5. Effective Communication Skills:** Since company secretaries have to deal with different people like company directors, shareholders, and outsourcing partners, it's important that your company secretary has effective communication and negotiation skills. Since they will be dealing with important people on a regular basis, it would not be wrong to say that the reputation of your company is in the hands of your company secretary. It should be noted that communication skills include both oral and written communication. Thus, it is highly recommended that you hire a company secretary that is also well versed with formal writing so that an effective working relationship can flourish.

**6. Judgment Skills:** Other than the experience and business skills, a company secretary should possess good judgment skills so that he can make good decisions during a crisis or situation of conflict. Moreover, he should be able to identify the right opportunity for the business and communicate effectively with the seniors of the company.

**7. Planning Skills:** A good and reliable company secretary is the one that is able to efficiently plan in advance. This skill is essential because it is the responsibility of the company secretary to plan board and committee meetings and ensure both internal and external compliance with the rules and regulations. Moreover, they have to prepare the agenda of business meetings and distribute them to all the participants in a timely manner.

**8. Legal Knowledge:** Possessing legal knowledge does not mean that a company secretary should be a full-fledged lawyer or legal scholar, but instead, he or she must understand the basic legal

responsibilities and make sure the company is in compliance with all legal obligations. Although the company secretary is also considered an outsourcing partner of a business, it plays an important role in safeguarding and protecting the interest of the business in various matters including legal, statutory, administrative and policy.

## Bibliography

- Andonova, L. (2010). Public-private partnerships for the earth: Politics and patterns of hybrid authority in the multilateral system. *Glob. Environ. Politics* 2010, 10, 25–53.
- Camilla , T., Therese, B., & Katarina , E. (2018). Drivers for Public–Private Partnerships in Sustainable Natural Resource Management—Lessons from the Swedish Mountain Region. *Sustainability*.
- Gunderson, L. H., & Holling, C. S. (2002). *Panarchy: Understanding Transformations in Systems of Humans and Nature*.
- Mancheva, I. (2018). Which factors spur forest owners' collaboration over forest waters? . *For. Policy Econ.*
- Moore , C. (1996). *The mediation process: practical strategies for resolving conflict*. . San Fransisco, Jossey-Basse .
- Peter , O. (2002). Natural Resource and Environmental Management Partnerships: Panacea, Placebo or Palliative?
- Ponniah , A., & Ranjitha , P. (2010). *Key skills for effective partnership management—Conflict management, negotiation and facilitation*. IN: *Strengthening partnerships and networks in agricultural research for development*. Addis Ababa, Ethiopia: ILRI (International Livestock Research Institute).
- Widman, U., & Bjärstig, T. (2017). *Protecting Forests' Social Values through Partnerships*. *Scand. J. For. Res.* 2017,.
- Zana , B. (2009). *CooperaTiVa: A Facilitation Guide to Effective Conflict Resolution*. Washington, DC: CooperaTiVa/AED, 2009.