TOOLKIT

"PATHWAYS TO PARTNERSHIPS"
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The Alliance would like to learn more about NGOs’ ideas, experiences and lessons learned in building partnerships. We would welcome any information about how facilitators and NGO support providers have used the “Pathways to Partnerships” toolkit, as well as suggestions for improving upon it. Please send comments to:

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Summary of Introduction

“Pathways to Partnerships” is a practical toolkit for organisations and trainers who support NGOs and community groups responding to HIV/AIDS in developing countries. It can be used flexibly, with one or more NGOs, and as part of technical support visits or training workshops.

“Pathways to Partnerships” is a resource that can help NGOs and community groups to strengthen their work by building strategic partnerships with people and organisations from other sectors, such as government, business, and the media.

“Pathways to Partnerships” is based upon the practical experiences and participatory training approaches of the International HIV/AIDS Alliance.
1 What is the International HIV/AIDS Alliance?

The International HIV/AIDS Alliance (the Alliance) is an international non-governmental organisation that supports communities in developing countries to make a significant contribution to HIV prevention, AIDS care and support to children affected by the epidemic. Since its establishment in 1993, the Alliance has provided financial and technical support to NGOs and CBOs from more than 40 countries. In addition, the Alliance promotes good practice in community responses to HIV/AIDS more broadly through evaluation, operations research, the development of training materials and tools, as well as policy and advocacy activities.

2 Why was this toolkit developed?

From its practical experiences, the Alliance has seen how NGOs can build strong and lasting action on HIV/AIDS by working with other people and organisations in a strategic way. The Alliance and its partners in developing countries became convinced of the importance of building partnerships, and developed an NGO training programme in this area.

“Pathways to Partnerships” is the first in a series of toolkits, covering topics in which the Alliance has experience. By distributing this toolkit widely and monitoring its use, the Alliance aims to:

- **Build practical skills** among NGOs/CBOs by using participatory activities and sharing experiences.
- **Provide a training resource** for NGO support programmes, training organisations and individual trainers.
- **Continue learning** about how NGOs/CBOs can build successful partnerships.

3 How was this toolkit developed?

The development of this toolkit has benefited from the experiences, materials and ideas of many organisations in many countries.

The original participatory tools were developed by the Alliance in collaboration with the Philippines HIV/AIDS NGO Support Program. They were then adapted and further developed with COMUNIDEC in Ecuador. During this process, inputs were given by other organisations, including Alliance Lanka (Sri Lanka), the Thailand Business Coalition on AIDS, Proyecto Acción en SIDA de Centro América, and the Latin American Council of AIDS Service Organisations.
Once drawn together as a draft toolkit, “Pathways to Partnerships” was extensively field tested. Test sites included Zimbabwe (in collaboration with Pact and the Project Support Group), Mexico (with Colectivo Sol, Ave de México, Frenpavih, Red Mexicana and other local NGOs) and Brazil (with Pela Vidda, groups of people living with HIV/AIDS and the Ministry of Health). Sections of the toolkit were also used in workshops with Alliance partner NGOs in India, and during skills building workshops for NGOs at the 1996 and 1998 World AIDS Conferences.

4 How was this toolkit funded?

The Alliance’s work on building partnerships has been supported by a range of international donors, including GlaxoSmithKline, The Howard Gilman Foundation, Levi’s Strauss Ltd, the Ministry of Health (Brazil) and the United States Agency for International Development.

Special thanks are given to the United Kingdom’s Department for International Development, which has supported the development of this toolkit.

5 Who is this toolkit for?

“Pathways to Partnerships” is for people and organisations that support NGOs and community groups responding to HIV/AIDS in developing countries. This includes NGO support programmes, training institutions and individual trainers. It is important that people who use this resource already have some basic facilitation skills. However, they do not need extensive experience in building partnerships – as notes for facilitators appear throughout the toolkit.

The toolkit is suitable for use with NGOs and community groups with varied levels of experience in building partnerships. However, it is particularly appropriate for those with little experience in this area.

6 How can this toolkit be used?

This toolkit is designed to be used flexibly by facilitators – to fit in with each NGO’s priorities and work schedule. In practice, some NGOs may want to work through most of the activities systematically, as part of a single workshop or retreat. Others may decide to work through one activity at a time over several months, or to select activities according to their specific needs.

Facilitators can work through the toolkit with an individual NGO or a group of NGOs. It can be used to make a plan for building partnerships, to build specific skills, and/or to share experiences.
7 What is in this toolkit?

After this Introduction, the toolkit is divided into four sections:

**Section 1:** What is building partnerships?
**Section 2:** Developing a partnerships plan
**Section 3:** Building effective partnerships
**Section 4:** Monitoring and sharing lessons about partnerships

It also includes work cards on building partnerships with specific kinds of organisations, namely:

- Businesses
- Media
- Donors
- Religious organisations
- Governments
- Other NGOs

A blank example work card is included, which can be used to plan for building partnerships with other kinds of organisations not identified here.

Together the four sections and the work cards cover:

- ✔ Basic concepts of building partnerships.
- ✔ Key planning steps involved.
- ✔ Experiences of other NGOs.
- ✔ Participatory activities.
- ✔ Useful questions to think about.
- ✔ Tips for working with specific partners.

8 How can each section be used?

**Section 1** of the toolkit provides a **general introduction to building partnerships** – covering the key concepts and introducing some important issues for NGOs involved in HIV/AIDS to consider.

Each point in Section 1 includes an explanation and one or more “quick activities”. These activities are designed to be used as familiarisation exercises – to encourage participants to be interested in the subject, to share their own experiences, and to come to agreement on key terms and issues. They can be used by facilitators during an initial technical support visit or at the beginning of a workshop. Each “quick activity” should take only about 10 minutes – as the subjects are covered in much more detail later on in the toolkit.

**Section 2** of “Pathways to Partnerships” covers the **key steps for developing a partnerships plan**. **Section 3** covers **how to build strong and effective relationships with partners**.
Both Section 2 and Section 3 are divided into stages. Each stage includes:

Introduction  Example  Activity

Facilitators can read through the introduction and example for each stage and use them as the basis for a group discussion with participants – to introduce important ideas and see how they have been “put into action” by other NGOs. The facilitator can then work through the activity with participants. Each activity includes:

Aim  Instructions  Questions for discussion  Facilitators’ notes

Depending on the number of participants and their experience in this area, each activity will take about two hours. Facilitators can help to make sure that NGOs use this time in a balanced way – to consider new concepts, discuss issues, and complete the tasks at hand.

At the end of Section 2 and Section 3 there are blank samples of the drawings and grids featured in the activities. These can be used by facilitators – either as models for copying onto large pieces of paper, or to photocopy for participants to fill in.

Section 4 presents ideas about how NGOs can monitor their experiences in building partnerships, and share their lessons with others. It does not include any activities – as it suggests that NGOs should incorporate building partnerships into their organisations’ overall monitoring plans.

9 How can the work cards be used?

The work cards relate to building partnerships with specific groups – businesses, donors, governments, media, religious organisations and other NGOs.

Each work card contains:

Introduction  Tips and helpful hints  Activities  Case study

The work cards can be used in several ways. Facilitators can work through all or just a selection of them – depending on the partners identified by participants. This can be done during technical support visits, or sessions of a workshop.

Facilitators can modify the work cards to meet the specific needs of NGOs. For example, if an NGO has identified family planning NGOs as a priority partner, the trainer could adapt the “Other NGOs” work card to that specific partner.
Also, facilitators can help NGOs to make their own work cards for different partners – by using the blank example work card as a model.

In addition to using the work cards, facilitators may like to arrange for participants to meet different partners first hand. They could invite a potential partner – such as a local government official – to come and share his or her views with participants. Alternatively, participants could go on a “field trip” – for example, visiting a local radio station to practice interview techniques.

10 What materials are needed?

For most of the activities in this toolkit, facilitators will need:

✔ Sheets of blank paper and marker pens – to draw or write down the participants’ ideas and suggestions.
✔ Sticky tape or blue tac – to put the sheets of paper on a wall, so that all participants can see and think about their ideas.

Most of all, both facilitators and participants will need creativity and a sense of fun. For example, they can act out scenarios dramatically, wear costumes, give prizes, draw pictures, and move around the room to carry out different activities.

The following additional resources can be found in the front pocket of this toolkit:

• A Facilitators’ Guide to Participatory Workshops with NGOs/CBOs Responding to HIV/AIDS which provides some ideas that will be useful for facilitating the type of workshop described in this toolkit. These ideas include how to prepare for a participatory workshop and how to prepare and facilitate participatory activities.

• 100 Ways to Energise Group: Games to Use in Workshops, Meetings and the Community which documents 100 energisers for use during participatory technical support activities.

• A CD-ROM of other related Alliance resources/toolkits.

All Alliance publications can be downloaded from the Alliance website: www.aidsalliance.org
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### Summary of Section 1

Building partnerships is about working with others to achieve what we cannot achieve on our own. It involves working together for a common purpose for mutual benefit. Building partnerships and carrying out community programmes are different kinds of NGO activities, but they both support an organisation’s overall mission.

Most NGOs already have experience in building partnerships. This toolkit aims to help NGOs to reach out to others in a more planned and strategic way. Through building partnerships strategically, NGOs can gain many kinds of support and resources from different people, groups and organisations. In this way, they can increase the overall impact of their work.

Instructions for how to use Section 1 can be found in the “Introduction” to this toolkit under “8: How can each section be used?”
1.1 What is building partnerships?

Building partnerships is about working with others to achieve what we cannot achieve on our own.

A partnership is a special kind of relationship, in which people or organisations combine their resources to carry out a specific set of activities. Partners work together for a common purpose, and for mutual benefit. Different people and organisations have a wide range of resources to offer each other.

NGOs use different words to refer to building partnerships. For example, some talk about “external relations” or “strategic alliances”. It is important that, when NGOs start to use this toolkit, they define for themselves the key words that they commonly use.

Building partnerships is about relationships that are in-depth, involve a few carefully selected targets, and have specific, practical goals. It is different from “public relations” or “networking” – where activities are likely to be less in-depth, involve many more targets, and be for the general purposes of information-sharing and solidarity. Although building partnerships and “public relations” are different, they can both help an NGO and their HIV/AIDS work with communities.

Almost all NGOs already have experience in building partnerships – even if they do not realise it. The purpose of this toolkit is to help NGOs to reach out to others skillfully and in a planned way, so that they know why they want to enter into partnerships and what benefits they hope to gain.

1.1 QUICK ACTIVITY

Ask participants to identify the key words that they use when talking about building partnerships, and to make a statement or a drawing that expresses the meaning of each word.
1.2 Who can partnerships be built with?

In practice, building partnerships is different for every NGO and community group – depending on their needs, priorities and projects. However, it may include working with:

- Local Government Departments
- National AIDS Programmes
- Community Radio Stations
- Lawyers
- Farmers’ Leaders
- Midwives Groups
- Traditional Leaders
- Newspapers
- Rotarians
- Human Rights Groups
- Factory Owners
- Foundations
- Priests, Mullahs or Monks
- Women’s Clubs
- Local Radio
- Business Leaders
- Advocacy NGOs
- Civil Servants
- Traditional Leaders
- Human Rights Groups
- Farmers’ Leaders
- Local Councillors
- Business Leaders
- Factory Owners
- Advocacy NGOs
- Local Councillors
- Traditional Healers
- Local Councillors
- Traditional Healers
- National AIDS Programmes
- Lawyers
- Midwives Groups
- Newspapers
- Human Rights Groups
- Foundations
- Women’s Clubs
- Business Leaders
- Civil Servants
- International Donors
- Influential Individuals
- Arts Groups
- Health Professionals
- Academics
- Churches, Mosques or Temples
- Politicians

1.2 Quick Activity

Ask participants to “brainstorm” and name all of the potential partners in responding to HIV/AIDS in their local area.
1.3 What benefits can partnerships bring for NGOs?

By building partnerships, an NGO can widen and sustain the impact of its work.

By building partnerships, an NGO can gain the wide variety of resources that it needs to carry out its work well. For HIV/AIDS efforts, different people, groups and organisations can offer many different kinds of valuable support. These include:

- Access to people and places
- Good ideas
- A helping hand
- Knowledge and skills
- Practical support
- Influence
- “In kind” support
- Money
- Political support
- Lessons learned

Gaining these resources can help an NGO and the community it works with, as well as the wider response to HIV/AIDS. The benefits can include:

- A wider response – with different types of organisations and sectors becoming involved.
- A more co-ordinated response – including a better referral system among different organisations.
- A larger response – with innovative community efforts being “scaled up” by larger institutions, such as government.
- Better support and policies for people living with HIV/AIDS.
- More financial and technical resources.
- Stronger services and increased access for vulnerable communities.
- Fewer political constraints.
- More effective and creative HIV/AIDS programmes – through the sharing of lessons and experiences.

This is what building partnerships is all about. It means working with others to make the most of strengths and opportunities, and to address weaknesses and barriers, in responding to HIV/AIDS.

1.3 QUICK ACTIVITY

Ask participants to refer to their list of potential partners, and to name the kinds of resources that each partner could offer to HIV/AIDS work.
1.4 How do partnerships relate to programme work?

Partnerships complement an NGO’s programmes. Through developing programmes, NGOs can respond directly to specific local needs and priorities for action. Through building partnerships, NGOs can improve the overall environment for responding to HIV/AIDS in a community or a country.

Although different, programmes and partnerships support the same organisational mission or goal. For this reason, an NGO should include building partnerships within its overall strategic plan.

**Example: An NGO working with young people**

An NGO wants to prevent the spread of HIV/AIDS among young people in its town. Through one of its programmes, the NGO works directly with young people in school, so that they have the help and information that they need to reduce their risk of HIV infection. Through one of its partnerships, the NGO works with key people in the Ministry of Education, so that they might support sexual health education in schools. The NGO’s partnership is helping to improve the overall environment in which NGOs work and in which young people protect themselves from HIV.


**1.4 Quick Activity**

Ask participants to look at one of their NGO’s existing programmes, and discuss what partnerships might help their work in this area.
1.5 What HIV/AIDS issues affect partnerships?

The sensitivities and complexities of HIV/AIDS can pose a special challenge to NGOs as they build partnerships. For example, a potential partner may be scared of the epidemic, or be reluctant to be associated with issues of sexuality and sexual health. This can make it difficult to engage partners and to get them involved.

Partnerships and HIV/AIDS

HIV/AIDS issues to consider when building partnerships include:

✔ Personal attitudes and beliefs.
  Partners may not feel able to talk openly about HIV/AIDS.

✔ Institutional practices, policies, or beliefs.
  Partners will uphold institutional policies – unless they are convinced otherwise.

✔ The visibility of HIV/AIDS in a community.
  If it is not visible, partners may not believe that it exists. If it is visible, they may want to cover it up.

✔ Maintaining confidentiality.
  Partners may want to know or tell others about the HIV status of specific individuals.

✔ Language and jargon.
  Partners may not be familiar with specialised words used to describe HIV/AIDS work.

✔ Scandals and scare stories.
  Partners may not believe an NGO’s accurate information about HIV/AIDS.

✔ Competing priorities.
  Partners might be more interested in addressing other social issues, or responding to a recent crisis.

✔ Subject fatigue.
  Partners might not want to hear any more about HIV/AIDS.


1.5 QUICK ACTIVITY

Ask participants to discuss which of these HIV/AIDS issues they have encountered in working with various partners, and to share strategies for addressing them.
1.6 What NGO issues affect partnerships?

The views that others have of NGOs can also make it difficult to build partnerships. Partners may not know what NGOs are or understand their positive role. For example, a businessperson may think that NGOs lack credibility, or a donor may receive requests from many different NGOs – making it hard to distinguish one from the other.

**Partnerships and NGOs**

NGO issues to consider when building partnerships include:

- **Negative images of NGOs.** Partners may think that NGOs can not be trusted to get results, or that they will create problems by calling attention to difficult issues.
- **Perceptions about an NGO’s resources.** Partners may under-estimate, or over-estimate, what an NGO can do.
- **An NGO’s reputation.** Partners may seek out only the most prominent NGOs, or avoid ones that are thought of as too “vocal”.
- **Balance with other areas of the NGO’s work.** Partnerships can consume much time, and take away from energy spent on programme activities.
- **Competition among NGOs.** Partnerships can create an atmosphere of tension or mistrust among other NGOs.


1.6 QUICK ACTIVITY

Ask participants to discuss the specific NGO issues that they have encountered while building partnerships, and to explain how they have addressed them.
1.7 What does building partnerships mean in practice?

Example: OCAFI, the Philippines

Here is an example of what building partnerships has meant for one NGO. The Olongapo City AIDS Foundation (OCAFI) is an AIDS service organisation based on Luzon Island, the Philippines. It carries out HIV/AIDS prevention and care, including outreach among entertainment workers and people living with HIV/AIDS. To support this work, OCAFI has built partnerships with:

✔ The mayor, through monthly meetings between the mayor and people living with HIV/AIDS.
✔ Council leaders, by raising their awareness about the social effects of HIV/AIDS.
✔ Local government, by collaborating on anti-discrimination policies for people living with HIV/AIDS.
✔ Local businesses, by working with a local casino to raise funds for HIV/AIDS activities.
✔ Religious organisations, by collaborating to de-stigmatise HIV/AIDS, such as ringing all church bells on World AIDS Day.
✔ The media, by training journalists, and using free radio time to recruit volunteers.

OCAFI has learned many lessons about how to build successful partnerships. For example, as Jude Asunción says: “We learned how to work with local businesses – how to interest them and get them involved. Our approach was to look at them as part of our community. We talked to them about why they should care about AIDS and what they’d gain. After that, they were keen to help. Now, our plan is that our work will become completely sustainable on funds from local businesses.”

The benefits that OCAFI has gained include:

✔ A higher profile and increased respect among a variety of organisations in the area.
✔ Increased access to vulnerable communities, for example, being able to carry out prevention activities with entertainment workers in casinos.
✔ Increased human resources through a larger group of volunteers.
✔ “In-kind support”, for example, with local businesses donating banners for public rallies.
✔ Financial support and greater potential for sustainability with local resources.
1. Quick Activity

Ask participants to describe what a strong and effective response to HIV/AIDS in their area would look like – including what type of people and organisations would be involved.

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Summary of Section 2

An NGO can make a planning framework, which shows the steps that it will take to build partnerships. It is easier for an NGO to build partnerships when it has a clear idea of its mission, the priorities of communities, the opportunities and challenges for responding to HIV/AIDS, and the people and organisations that are involved. An NGO can draw a map, which shows its position in relation to this larger environment for HIV/AIDS work.

Every NGO has many challenges and opportunities, but few can address all of them at once. For this reason, it is important to set priorities, and identify two or three partners who can help reach specific goals. An NGO can then decide how best to approach its chosen partners. Good approaches are appropriate, realistic and feasible. People build successful partnerships. It is vital to choose the right team for reaching different partners.

Instructions for how to use Section 2 can be found in the “Introduction” to this toolkit under “8: How can each section be used?”
2.1 Planning Step One 
Making a planning framework

By making a planning framework – which outlines the steps that it will take – an NGO can make sure that it builds partnerships effectively and strategically. This can help to make sure that working with others is as useful as possible for an NGO and action on HIV/AIDS, and that time and resources are put to best use.

Planning steps can be arranged in a number of different ways – according to the needs and usual planning processes of an NGO.

Example: NGOs and community groups, Zimbabwe

In a training workshop for NGOs involved in HIV/AIDS in Zimbabwe, participants used eight planning steps for building partnerships and chose to arrange them in a circle. Seven of the steps were placed in a clockwise order around the circle – to show that they are part of a process and that some need to come before others. For example, it was felt that overall goals needed to be set before specific partners were chosen. The eighth step – “monitoring and sharing lessons about building partnerships” – was placed in the centre of the circle – to show that it is an on-going process, with an NGO continuously reviewing and improving its work.

Aim:
To make a framework for an NGO plan for building partnerships

Instructions

1. Write the following eight planning steps down on separate pieces of card:
   - Making a planning framework
   - Revisiting an NGO's mission and community priorities
   - Identifying opportunities and challenges
   - Prioritising goals for building partnerships
   - Selecting partners
   - Deciding how to approach partners
   - Selecting an outreach team
   - Monitoring and sharing lessons about partnerships
   Also keep one card blank.

2. Divide participants into small groups. Shuffle the cards, and give each group one set. Ask each group to arrange the cards in the order and shape that makes the most sense to them. (See “NGOs and community groups” example). Ask them to use the blank card to add any step that they feel is missing.

3. Invite participants back into a larger group and review the results of the group work. Discuss what seems to be most appropriate and why.

Questions for discussion:

? Why is it important to have a planning framework for partnerships work?
? How difficult or easy was it to put the steps in order? Was it obvious which ones should come before others?
? How are these planning steps for building partnerships different or similar to planning steps for programme work?

Facilitators' notes:

! If participants do not agree with the planning steps suggested, encourage them to develop – and then put in order – steps that reflect the approaches that they are used to. However, please note that this toolkit follows the order of the steps outlined in the “NGOs and community groups” example.

! Try to limit the number of planning steps to no more than eight – to avoid the planning process becoming too complicated

! Encourage participants to develop whatever shape they find most useful for the framework. For example, they may prefer a simple straight line, or a “staircase” with the steps building upwards.

! Encourage participants to explain their reasons for placing steps in a certain order. This will help them to think more strategically about why they do things in a certain way.
2.2 Planning Step Two
Revisiting an NGO’s mission and community priorities

By looking again at its organisational mission and the priorities of the community it works with, an NGO can build partnerships that are helpful and relevant to its work. By doing this, the NGO does not get caught up in trying to do too much, or in doing something that will only be of small benefit.

A mission is an organisation’s overall goal – communicating what direction it is going in, and what it wants to achieve. Community priorities are the most important needs within a community that the NGO is responding to.

**Example: Tsungirirai, Zimbabwe**

During a workshop in Zimbabwe, Tsungirirai, an NGO involved in HIV/AIDS prevention and care, shared its organisational mission: "**Tsungirirai promotes its motto "persevere and have courage" to people experiencing a life-threatening illness. It provides counselling and support to those who are experiencing problems and difficulties. It seeks to strengthen its community’s awareness and action by providing HIV/AIDS prevention programmes.**"

It then shared its community priorities, and communicated the link between those priorities and their mission by means of a diagram:
Aim:
To review an NGO’s mission and what it wants to achieve with communities, and to “brainstorm” the potential benefits of partnerships

Instructions:
1. Ask each NGO to write one brief statement that sums up its mission.
2. Ask each NGO to write down what it sees as the HIV/AIDS-related priorities within its community.
3. Ask NGOs to draw a picture of their mission and how it relates to their work with their community. (See Tsungirirai example).
4. Discuss how building partnerships might strengthen an NGO’s work with communities, and help it to achieve its mission.

Questions for discussion:
1. How does an NGO use a mission statement?
2. What type of image does a mission statement create about an NGO? Is it a strong and positive image? Will it encourage others to want to form partnerships?
3. How does having clear priorities for its community work help an NGO to build successful partnerships?

Facilitators’ notes:
1. If an NGO has not prepared a mission statement already, it can simply write a statement, which reflects what the organisation wants to achieve.
2. Encourage participants to keep their mission statements brief, and to use clear and simple language.
3. Ask NGOs if they would be happy to use their mission statements when communicating with different partners. For example, could they be used with a donor, journalist or government representative?
4. Encourage participants to think creatively about how other people and organisations could assist an NGO, and what types of benefits building partnerships could bring.
2.3 Planning Step Three
Identifying opportunities and challenges

Having reviewed its mission and community priorities, an NGO can look at its position in relation to the broader context of HIV/AIDS work.

One way to do this is by drawing a partnerships map that shows the larger opportunities and challenges which shape the response to HIV/AIDS in a given area, and how different people and organisations influence it. On its map, an NGO can include both existing and potential partners.

Example: RNP+, Brazil

During a training workshop, RNP+, the national network of people living with HIV/AIDS, mapped out their partnerships environment. They started by writing and drawing their own NGO and then their community (men and women living with HIV/AIDS). They then mapped out the opportunities and challenges that they faced – putting a “➕” by opportunities (such as broadening the HIV/AIDS movement) and a “➖” by challenges (such as problems with funding). Finally, they added potential partners (such as private businesses and the media).

Reference: Adapted from “External Relations and Sustainability Workshop”, Pela Vidda, Ministry of Health and the Alliance, Brazil, November 1998.
**Aim:**
To identify the opportunities and challenges that affect an NGO’s work, and the partners that influence them

**Instructions:**
1. Ask participants to draw a diagram of four circles, with a small circle in the centre, and three circles around it, each one larger than the last. [See RNP+ example and blank sample at the end of Section 2].
2. In the centre circle, ask them to write or draw the name of their NGO.
3. In the second circle, ask them to write or draw the communities their NGO works with in its HIV/AIDS programme.
4. In the outside circle, ask them to write or draw the opportunities and challenges which influence their NGO’s HIV/AIDS work.
5. In the empty third circle, ask them to write or draw the partners, or people and organisations, that could help the NGO to address the opportunities and challenges.

**Questions for discussion:**
- What does the map show about the number of people and organisations that influence the NGO’s work?
- Which challenges most affect the communities the NGO works with? Why have these challenges arisen? What people and organisations influence them?
- Which partners has the NGO worked with before?

**Facilitators’ notes:**
- Encourage participants to draw their partnerships map imaginatively. For example, they might draw a picture of a Mosque, Temple or Church to represent a religious organisation. This makes it more fun and interesting.
- Emphasise the difference between the communities an NGO works with in its programmes (in the second circle) and the groups it works with in its partnerships (in the third circle). It is vital that participants are clear about this difference.
- Encourage participants to be imaginative about partners – not just mapping conventional ones (such as donors and government), but others as well (such as lawyers and nightclub owners).
2.4 Planning Step Four
Prioritising goals for building partnerships

Every NGO encounters many challenges and opportunities, but, with limited time and resources, few can address them all at once. For this reason, it is important that an NGO:

✔ Selects one or two challenges or opportunities that it wants to address.
✔ Considers why it wants to address them.
✔ Says what it wants to do about them.

To do this, an NGO can start by prioritising its challenges and opportunities on its partnerships map. Then, an NGO can set specific goals for building partnerships. This gives direction to an NGO’s efforts in this area. It also provides a standard for measuring the success of an NGO’s partnerships – which it can use to review its work and make plans for the future.

Example: Murambinda, Zimbabwe

Murambinda is an NGO providing care for people living with HIV/AIDS in a rural area. “LACK OF COUNSELLING SKILLS” is one challenge that they identified on their partnerships map. They decided that this challenge was an important one that they could address, with help from others. They reasoned that, as HIV/AIDS increased in Zimbabwe, there would be greater need for counselling skills at every level. Also, the other challenges on their map seemed too large to tackle in the short term.

Murambinda decided that their goal for building partnerships would be:

"TO LOCATE AND WORK WITH PARTNERS THAT COULD PROVIDE COUNSELLING TRAINING FOR MURAMBINDA STAFF AND VOLUNTEERS".

**Aim:**
To set goals for building partnerships

**Instructions:**
1. Ask each NGO to look at the challenges and opportunities drawn or written in the outer circle on its partnerships map.
2. Decide which one or two of these challenges and opportunities are most important in terms of their impact on the NGO’s work on HIV/AIDS.
3. Circle these opportunities and challenges on the map, and discuss why they are the priorities.
4. Ask participants to develop a simple sentence, describing their NGO’s goal for addressing the priority challenges or opportunities. This statement is its goal for building partnerships. (See Murambinda example).

**Questions for discussion:**
1. What criteria does the NGO use for deciding what is a priority challenge or opportunity? Does everyone agree on what has been decided?
2. How will the NGO address priority challenges and opportunities? How will these efforts help it to achieve its mission? And how will it benefit the communities with whom the NGO works?
3. Are the goals that the NGO has set clear and understood by everyone in the organisation?
4. Are the goals that the NGO has set realistic?

**Facilitators’ notes:**
1. Encourage participants to look at both opportunities and challenges, to discuss their pros and cons, and to consider the balance between them.
2. Encourage participants to identify the opportunities and challenges that will make the most significant positive impact on their work.
3. If an NGO identifies a very large challenge or opportunity, they may find it helpful to set a large long-term goal, and then divide it into more modest short-term goals.
2.5 Planning Step Five
Selecting partners

Having chosen its goals for building partnerships, an NGO can decide which people and organisations to work with to reach those goals. It can also make an assessment of its current relationship with chosen partners and decide what it wants to do with them.

It can be useful to note this information in a simple diagram. In filling out the diagram, NGOs can consider a wide range of activities that could be carried out with each partner, and choose those that are appropriate. An NGO will be more likely to succeed with its chosen partner if its activities are modest and well thought-out, as opposed to over ambitious and complex.

Example: HOPE Foundation, the Philippines

HOPE is an NGO involved in HIV/AIDS prevention in Bacolod City. During a workshop, it identified Lopue’s – a large local shop – as a priority for building partnerships. It hoped that, by working with Lopue’s, it could achieve its goal of GAINING MORE BUSINESS SECTOR INVOLVEMENT IN HIV/AIDS. HOPE had not worked with the shop before, and recognised that there was little interest in HIV/AIDS. However, it also knew that Lopue’s wanted to raise its profile – among other businesses and in the community. Through the partnership, HOPE wanted to gain Lopue’s support for an HIV/AIDS campaign in the city and access to the shop’s workforce.

<table>
<thead>
<tr>
<th>PRIORITY PARTNER</th>
<th>CURRENT SITUATION WITH OUR PARTNER</th>
<th>WHAT WE WANT TO DO WITH OUR PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lopue’s Department Store</td>
<td>✔ Lopue’s has low HIV/AIDS awareness or interest. ✔ It sees itself as a caring part of the community. ✔ It is located in a strategic part of the city and has thousands of employees. ✔ It is seen as a business leader, but needs to raise its profile – due to competition from other new companies.</td>
<td>✔ To gain Lopue’s support for a city-wide HIV/AIDS campaign. ✔ To develop Lopue’s shops as HIV/AIDS information sites. ✔ To gain access to Lopue’s staff and management for HIV/AIDS projects.</td>
</tr>
</tbody>
</table>

Reference: Adapted from “External Relations Skills Building Workshop”, PHANSuP and the Alliance, the Philippines, October 1995.
**Aim:**
To decide who an NGO wants to build partnerships with, and what it wants to do with them

**Instructions:**
1. Refer back to the participants’ partnerships maps, and re-cap on the challenges and opportunities, and the goals that have been set.
2. Ask participants to decide on one or two partners (drawn or written in the third circle of their maps) that will be priorities for achieving their goals. Highlight them on the maps – for example by putting a star by them.
3. Draw a grid with three vertical columns headed “Priority partner”, “Current situation with our partner” and “What we want to do with our partner”. [See HOPE Foundation example and blank sample at the end of Section 2].
4. Ask participants to list their chosen partners in the left-hand column under “Priority partner.”
5. Discuss the relationship between the NGO and each partner. Ask participants to note down the key points in the second column under “Current situation with our partner”.
6. Decide what the NGO wants to achieve by working with each priority partner in the future. Ask participants to note this down in the third column under “What we want to do with our partner”.

**Questions for discussion:**
- Why are the NGO’s chosen partners the most effective ones for addressing its goals for building partnerships?
- What have been the strengths of the NGO’s relationships with each partner in the past? What have been the weaknesses?
- Is what the NGO wants to do realistic – given its existing skills and resources? Are there easier activities that would be just as effective?
- How does what the NGO wants to do with each partner differ? For example, are some activities more formal or more ambitious? Do they suit the partner in question?

**Facilitators’ notes:**
- Encourage participants to specifically base their decisions about partners on the goals for building partnerships that they have already set.
- Support each NGO to be as specific as possible about its chosen partners – naming particular people or organisations rather than whole sectors.
- Encourage NGOs to be honest about their current relationship with the partner – identifying problems, as well as strengths. Help them to think through the consequences of this.
2.6 Planning Step Six
Deciding how to approach partners

Having decided its goals for building partnerships and what it wants to do with each partner, an NGO can consider how it will approach each partner. It is usually up to an NGO to take the lead in making contact with partners. Thinking beforehand about the best way to do this can help to ensure that both the NGO and its partner make a good first impression.

The way in which an approach is made should be appropriate to the position and interests of the potential partner, and to the capacity of the NGO. It is important to be clear about what an NGO is requesting from its partner, and what it brings to the partnership.

Example: HOPE Foundation, the Philippines

To continue with the example from Planning Step Five, HOPE Foundation had chosen Lopue’s, a large local shop, as a priority partner in order to gain more local business involvement in HIV/AIDS. Next, HOPE decided to send an introductory letter to Lopue’s Director, with a brochure about the NGO and a fact sheet about HIV/AIDS. They had also identified that Lopue’s was interested in raising its profile in the community. After sending the letter, HOPE scheduled a meeting with Lopue’s to present a concept for an employee-sponsored public event to launch a city-wide HIV/AIDS campaign.

<table>
<thead>
<tr>
<th>PRIORITY PARTNER</th>
<th>CURRENT SITUATION WITH OUR PARTNER</th>
<th>WHAT WE WANT TO DO WITH OUR PARTNER</th>
<th>HOW WE WILL APPROACH OUR PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOPUE'S DEPARTMENT STORE</td>
<td>✔ LOPUE'S HAS LOW HIV/AIDS AWARENESS OR INTEREST.</td>
<td>✔ SEND LETTER WITH HOPE BROCHURE AND HIV/AIDS FACT SHEET TO DIRECTOR.</td>
<td>✔ SEND LETTER WITH HOPE BROCHURE AND HIV/AIDS FACT SHEET TO DIRECTOR.</td>
</tr>
<tr>
<td></td>
<td>✔ IT SEEKS ITSELF AS A CARING PART OF THE COMMUNITY.</td>
<td>✔ SEND LETTER WITH HOPE BROCHURE AND HIV/AIDS FACT SHEET TO DIRECTOR.</td>
<td>✔ SEND LETTER WITH HOPE BROCHURE AND HIV/AIDS FACT SHEET TO DIRECTOR.</td>
</tr>
<tr>
<td></td>
<td>✔ IT IS LOCATED IN A STRATEGIC PART OF THE CITY AND HAS THOUSANDS OF EMPLOYEES.</td>
<td>✔ SEND LETTER WITH HOPE BROCHURE AND HIV/AIDS FACT SHEET TO DIRECTOR.</td>
<td>✔ SEND LETTER WITH HOPE BROCHURE AND HIV/AIDS FACT SHEET TO DIRECTOR.</td>
</tr>
<tr>
<td></td>
<td>✔ IT IS SEEN AS A BUSINESS LEADER, BUT NEEDS TO RAISE ITS PROFILE - DUE TO COMPETITION FROM NEW COMPANIES.</td>
<td>✔ SEND LETTER WITH HOPE BROCHURE AND HIV/AIDS FACT SHEET TO DIRECTOR.</td>
<td>✔ SEND LETTER WITH HOPE BROCHURE AND HIV/AIDS FACT SHEET TO DIRECTOR.</td>
</tr>
</tbody>
</table>

Reference: Adapted from “External Relations Skills Building Workshop”, PHANSuP and the Alliance, the Philippines, October 1995.
Aim:
To identify the best way to approach an NGO’s chosen partners

Instructions:
1. Ask each NGO to look at the grid that it made for choosing who to work with. Briefly review their current relationship with each partner, and what they want to achieve by working with them.
2. Ask participants to add a fourth vertical column to the grid, entitled “How we will approach our partner”.
3. Discuss how best to approach each partner, and note down the key steps in the fourth column. (See HOPE Foundation example and blank sample at the end of Section 2).

Questions for discussion:
1. What types of approaches can NGOs use to establish relationships with different partners?
2. Are the suggested approaches well-suited to the capacity of the NGO?
3. How does the way in which an NGO approaches its partner help it to achieve its goals for building partnerships?
4. Do the suggested approaches motivate and involve the partner? What will be the likely responses from the partner to the NGO’s actions?
5. Does the NGO have an alternative approach if the suggested one does not work? For example, what happens if a partner does not agree with a proposal or does not want to meet with an NGO?

Facilitators’ notes:
1. Encourage participants to be as specific as possible about the approaches that the NGO will take – naming specific people and actions rather than general ideas.
2. Help participants to be inventive about their approaches – to find ways that will be as creative, as well as quick, easy and effective, as possible.
3. Help participants to think about the consequences of their approaches. For example, if they are successful, will they be able to cope with the follow-up?
2.7 Planning Step Seven
Selecting an outreach team

In making a plan for building partnerships, an NGO must also decide who in the organisation will be involved in carrying it out.

Although it may make sense for certain people to take the lead on building partnerships, everyone can make a contribution. Each individual has talents, interests, and a network of relationships to bring to this work. A key to success is choosing the right team for reaching different partners.

Example: Alliance Lanka, Sri Lanka

Alliance Lanka is an NGO support programme. At a training session, staff members assessed their personal and professional strengths and weaknesses in building partnerships. They then discussed ways in which they could contribute to the organisation’s work in this area.

<table>
<thead>
<tr>
<th>STAFF MEMBER</th>
<th>SELF-ASSESSMENT</th>
<th>POTENTIAL CONTRIBUTION TO BUILDING PARTNERSHIPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASELA (PROVINCIAL OFFICER)</td>
<td>✔ IS IN REGULAR CONTACT WITH A BROAD RANGE OF NGOs. ✔ NEEDS SUPPORT IN LINKING PROVINCIAL CONTACTS TO ALLIANCE LANKA’S NATIONAL WORK. ✔ IS VERY KEEN TO REPRESENT THE ORGANISATION.</td>
<td>✔ GET TO KNOW LOCAL JOURNALISTS AND DEVELOP ARTICLES. ✔ SHARE RESOURCES WITH OTHER NGOs IN THE PROVINCE. ✔ INVITE PARTICIPATION OF STATE REPRESENTATIVES, AND SHARE LESSONS WITH THEM.</td>
</tr>
<tr>
<td>SHANTI (PROGRAMME DIRECTOR)</td>
<td>✔ CAN COMMUNICATE A GOOD OVERVIEW OF PROGRAMMES. ✔ HAS A TECHNICAL BACKGROUND, BUT NOT SPECIFIC SKILLS IN BUILDING PARTNERSHIPS. ✔ HAS AN EXISTING NETWORK OF GOVERNMENT CONTACTS.</td>
<td>✔ ACTIVATE OTHER NGOs THROUGH CONTACTS WITH NATIONAL LEADERS. ✔ MOBILISE GOVERNMENT CONTACTS TO WORK ON HIV/AIDS. ✔ HELP TO DOCUMENT ALLIANCE LANKA’S LESSONS LEARNED.</td>
</tr>
<tr>
<td>KAMANEE (EXECUTIVE DIRECTOR)</td>
<td>✔ HAS EXTENSIVE CONTACTS AMONG DONORS AND GOVERNMENT BODIES. ✔ IS A STRONG, COMMITTED ADVOCATE. ✔ IS VERY BUSY, AND HAS OTHER PRIORITIES.</td>
<td>✔ PLAY THE LEAD ROLE IN DONOR RELATIONS. ✔ DEVELOP A PLAN TO SYSTEMATISE PARTNERSHIPS AND DOCUMENTATION. ✔ PREPARE A SLIDE SHOW ON ALLIANCE LANKA.</td>
</tr>
</tbody>
</table>

**Aim:**
To think about how different people in an NGO can help to build partnerships, and to identify an outreach team.

**Instructions:**
1. Draw a grid with three vertical columns entitled “Staff member”, “Self assessment” and “Potential contribution to building partnerships.”
2. Ask each participant to assess and discuss his or her personal and professional skills and interests in building partnerships.
3. Ask each staff member to write down the contributions that he or she can make in carrying out the NGO’s plan for building partnerships. [See Alliance Lanka example and blank sample at the end of Section 2].
4. Ask the group to consider each participant’s unique skills, talents and interests, and to select an outreach team for working with each partner.

**Questions for discussion:**
- What mix of skills and experiences are needed in a team for working with each partner?
- What can each individual on the team contribute?
- What help will the outreach team need from others in the NGO?
- What additional training might members of the outreach team need?

**Facilitators’ notes:**
- Take care to create a supportive environment for this activity – so that participants can talk openly and honestly about their strengths and weaknesses.
- Support participants to look at a wide range of strengths – not just technical skills, but also personal (such as getting on well with different types of people). Remind participants that an outreach team does not have to be made up of “experts”.
- Support the group to discuss why certain people are best suited to carry out certain tasks – as everyone should know and agree with the reasons why certain people were selected.
- Some people without much experience may want to develop their skills before taking on specific responsibilities. In this case, a “buddy” system may be useful – where someone with little experience works alongside someone with more experience and gradually builds up their skills.
- Encourage staff members to keep their self-assessments for future reference – to be used to monitor how their skills have grown over time.
Sample
Identifying opportunities and challenges (Section 2.3)
**Sample**

**Selecting partners (Section 2.5)**

<table>
<thead>
<tr>
<th>OUR GOAL FOR BUILDING PARTNERSHIPS:</th>
<th>PRIORITY PARTNER</th>
<th>CURRENT SITUATION WITH OUR PARTNER</th>
<th>WHAT WE WANT TO DO WITH OUR PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>2</td>
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<td>3</td>
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</tbody>
</table>
Sample
Deciding how to approach partners (Section 2.6)

<table>
<thead>
<tr>
<th>PRIORITY PARTNER</th>
<th>CURRENT SITUATION WITH OUR PARTNER</th>
<th>WHAT WE WANT TO DO WITH OUR PARTNER</th>
<th>HOW WE WILL APPROACH OUR PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
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<td>2</td>
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<tr>
<td>3</td>
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</tbody>
</table>
Sample
Selecting an outreach team (Section 2.7)

<table>
<thead>
<tr>
<th>STAFF MEMBER</th>
<th>SELF-ASSESSMENT</th>
<th>POTENTIAL CONTRIBUTION TO BUILDING PARTNERSHIPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
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<tr>
<td>3</td>
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</tbody>
</table>
**Summary of Section 3**

Once an NGO has completed a plan for building partnerships, it must be prepared to actually carry it out and build strong and effective collaborations.

To start with, an NGO needs to get to know and understand its partners. To do this, an NGO can make a “partner analysis”, looking at how the NGO and its partners view each other, the pros and cons of working with different partners, and the NGO’s past relationship with others. This kind of analysis helps an NGO to think more clearly and deeply about its chosen partners, and approach them with understanding. It can also help an NGO to confirm that it has made good choices in its goals for partnerships and its priority partners.

Language is the most important basis for communicating effectively. Using the right language is vital for the success of partnerships. An NGO can compose messages about its organisation and HIV/AIDS – to convey important points, and connect quickly with partners.

The process of building partnerships does not always go smoothly. Therefore, it is important that an NGO finds positive ways to cope with problems and crises.

Instructions for how to use Section 3 can be found in the “Introduction” to this toolkit under “8: How can each section be used?”

<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
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<td>44</td>
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<td>3.2 Thinking about pros and cons</td>
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<tr>
<td>3.3 Understanding the ups and downs</td>
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<td>3.4 Using the right language</td>
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<td>3.5 Getting the message across</td>
<td>52</td>
</tr>
<tr>
<td>3.6 Responding to crises</td>
<td>54</td>
</tr>
</tbody>
</table>
In order to build a strong and effective partnership, an NGO needs to get to know and understand its partner.

A first step in making a “partner analysis” is to think about how an NGO and its partners view each other. Partners may have negative or positive views about NGOs, or they may not know what NGOs do. Also, partners from different sectors might be more or less inclined to talk about HIV/AIDS or sexuality, or they might have set opinions on these topics. In exploring how an NGO and its partners view each other, an NGO can find ways to reduce misunderstanding, to accept differences, or to find a basis for mutual respect.

### Example: NAZ Foundation (India) Trust, India

NAZ Foundation (India) Trust provides sexual health education and related support services to men and women. It also trains NGOs and other institutions, including schools, on how to carry out HIV/AIDS prevention and sexual health programmes. At a skills-building workshop on using documentation to build partnerships, two staff members acted out a role-play of a meeting between NAZ and a school headmistress. After the role-play, the group discussed how the representatives perceived each other, as depicted in the role-play:

<table>
<thead>
<tr>
<th>How our partner views our NGO</th>
<th>Our partner: Headmistress</th>
<th>Our NGO: NAZ</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ comes well recommended by a friend.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ seems to know how to talk with young people about sexuality and related issues.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ knows about HIV/AIDS, but is very focused on this issue.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ speaks boldly about issues which others find embarrassing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ may expose the students to ideas they do not need to know about.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How our NGO views our partner</th>
<th>Our partner: Headmistress</th>
<th>Our NGO: NAZ</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ respected within the community.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ dedicated to her work and the students.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ not clear about what NAZ does.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ has misconceptions about HIV/AIDS work.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ focused on what parents would think.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ fearful that condoms will lead to young people having more sex.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ denies that young people are sexually active.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reference: Adapted from “Documentation and Building Partnerships Workshop”, NAZ Foundation (India) Trust and the Alliance, India, April 1998.
**Aim:**
To help an NGO to understand its partners

**Instructions:**
1. Ask participants to divide into small groups and to make up scenarios to illustrate how the NGO and its partner view one another. For example, it might be a scenario of a meeting between them, or a discussion programme on the television with both of them as guests.
2. Ask for volunteers from each group to role-play the scenarios to everyone.
3. Based on the scenarios, ask participants to name and discuss the qualities that their partners see in them, and that they see in their partners. [See the NAZ Foundation (India) Trust example and blank sample at the end of Section 3].

**Questions for discussion:**

? Why do our partners view the NGO as they do? Why does the NGO view its partners the way it does?

? Are the NGO’s and the partner’s views of each other accurate, or are they based upon emotion, stereotypes or lack of information?

? How can the NGO address misconceptions?

**Facilitators’ notes:**

! Encourage each small group to be as detailed and “true to life” as possible when it makes a scenario, but not to “over-act” or exaggerate too much.

! Encourage participants to discuss the most effective ways to listen to partners – so that they are understanding and acknowledging their real perspectives, rather than judging them or jumping to conclusions.

! As an alternative, or in addition to this activity, an NGO can invite a partner to come to speak with the group. If an NGO chooses this strategy, it might be helpful to facilitate the meeting, so that the NGO and its partner can talk openly about their different perspectives, and find a basis for mutual respect. It might be helpful to use a format of informal questions and answers, rather than formal presentations – to try to build trust and collaboration.
3.2 Thinking about pros and cons

Even if it is clear to an NGO who its priority partners should be, it may still have some reservations about working with specific individuals or sectors. In reality, there are benefits and constraints to most relationships.

Understanding the pros and cons of partnerships is vital in helping an NGO to decide what is best for the organisation, and what it can realistically hope to achieve with different partners. It can help an NGO to enter a partnership with “open eyes” – just as aware of disadvantages as advantages.

Example: NGOs and community groups, Ecuador

At a training workshop, a group of local NGOs involved in HIV/AIDS work decided to focus on relations with the Catholic Church as a priority for building partnerships. Before developing specific, individual plans, the NGOs had a “brainstorm” about the pros and cons of working with that partner:

<table>
<thead>
<tr>
<th>OUR PARTNER: THE CATHOLIC CHURCH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROS</strong></td>
</tr>
<tr>
<td>✔ BRINGS PEOPLE TOGETHER</td>
</tr>
<tr>
<td>✔ CAN CONVINCE PEOPLE</td>
</tr>
<tr>
<td>✔ FOCUSES ON THE FAMILY</td>
</tr>
<tr>
<td>✔ HAS POLITICAL INFLUENCE</td>
</tr>
<tr>
<td>✔ HAS ECONOMIC RESOURCES</td>
</tr>
<tr>
<td>✔ HAS A LASTING PRESENCE IN COMMUNITIES - SO HELPS SUSTAINABILITY</td>
</tr>
<tr>
<td>✔ INCLUDES SOME VERY PROGRESSIVE PEOPLE</td>
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<tr>
<td>✔ CARRIES OUT DOOR-TO-DOOR WORK IN COMMUNITIES</td>
</tr>
<tr>
<td><strong>CONS</strong></td>
</tr>
<tr>
<td>× IS VERY CONSERVATIVE</td>
</tr>
<tr>
<td>× HAS MANY MYTHS AND PREJUDICES ABOUT SEXUALITY</td>
</tr>
<tr>
<td>× SOMETIMES FOCUSES TOO STRONGLY ON THEORY, NOT ACTION</td>
</tr>
<tr>
<td>× CAN HAVE A PATERNALISTIC ATTITUDE</td>
</tr>
<tr>
<td>× INCLUDES SOME FANATICAL PEOPLE</td>
</tr>
<tr>
<td>× HAS LIMITED KNOWLEDGE ABOUT HIV/AIDS</td>
</tr>
</tbody>
</table>

Aim:
To consider the benefits and constraints of working with a partner

Instructions:
1. Ask participants to select a partner that their NGO wants to work with.
2. Discuss and list the positive and negative experiences – or pros and cons – that working with this partner can bring. (See NGOs and community groups example and blank sample at the end of Section 3).
3. Discuss the balance between pros and cons, and what an NGO can do to make the most of the pros and to cope with the cons.

Questions for discussion:
1. What is the best and the worst thing about the partner?
2. How might working with this partner affect the NGO’s relationships with other individuals and organisations?
3. How might working with this partner affect the NGO’s programmes and relationships with the community?
4. Despite the constraints, does the NGO want to continue to build this relationship?

Facilitators’ notes:
1. Encourage participants to base their views of pros and cons on specific, real life experiences of working with partners, not on stereotypes.
2. Where possible, encourage participants to be specific. If they give broad generalisations, ask them for more detailed explanations.
3. Pay attention to the balance between pros and cons. If participants can only list a large number of cons, encourage them to think more positively and broadly about pros.
4. Participants may find it useful to “rank” the items on each list. For example, they could put the biggest pro at the top of the pros list. This can help them to decide which pros and cons are most important.
3.3 Understanding the ups and downs

During relationships with different partners, almost all NGOs experience times when the relationship goes well, and times when it does not.

Mapping out a partnership’s ups and downs – or high points and low points – can help to identify strengths and weaknesses in a relationship. This can be particularly useful if an NGO is in a difficult period in a partnership – for example if there is a crisis, or if an NGO is unsure whether to continue to invest time and energy with a partner. This activity can also help an NGO monitor its partnerships – to see how the partnership has progressed from a starting point, and to see what lessons have been learned along the way.

**Example: Colectivo Sol and CONASIDA, Mexico**

During a workshop, Colectivo Sol, a local NGO involved in HIV/AIDS, shared the ups and downs of their relationship with CONASIDA, the National AIDS Programme. They did this by drawing a time-line. For example, they mapped a period of open communication and mutual respect as a high point, while a crisis over AZT protocol for pregnant women appeared as a low point. They then used the time-line to assess how the relationship had developed as a whole, and to see what the balance had been between ups and downs.

Reference: Adapted from “External Relations Workshop”, the Alliance, Mexico, August 1998.
Aim:
To make a time-line which shows the ups and downs of an NGO’s relationship with a partner

Instructions:
1. Ask participants to make a time-line of a relationship with a priority partner – drawing the ups and downs that the two have shared. For example, a successful collaboration may appear as a peak, while a disagreement may be a trough. [See Colectivo Sol and CONASIDA example and blank sample at the end of Section 3].
2. Discuss the time-line, and ask participants to describe why the high points and low points happened, and what was learned from them.

Questions for discussion:
? When and how have the NGO and its partner worked well together or worked against each other?
? What does the pattern of highs and lows show about the relationship? Are there more highs than lows? Were there extreme highs and extreme lows, or a reasonably straight path?
? Were the ups and downs mainly due to external factors, or internal reasons within the partnership?
? Based on the NGO’s past history with its partner, is it likely to reach its future goals for the new partnership?

Facilitators’ notes:
! Ask different participants to describe why the ups and downs of the relationship happened. Try to find points of consensus within the group.
! It may help to suggest some possible reasons for highs and lows. These might include: friendly/tense relations; frequent/infrequent communication; strong/weak communication; or working together/working at odds with each other.
! An NGO may have difficulty assessing a relationship in a balanced way. Some NGOs may focus too much on hopes, while others may focus too much on fears. Try to use the time-line to respond constructively to this. For example, if an NGO speaks only of downs – yet the time-line shows several highs – encourage them to discuss why their fears are so strong.
3.4 Using the right language

Language is the most important basis for communicating with others. The language that people use tells others who they are, what they do, and what they care about. Language has power – to make people feel good or bad, to bring people together or keep them apart.

People involved in HIV/AIDS speak many languages, and some use terminology, or special groups of words, to communicate with each other. While this can deepen understanding about specific aspects of HIV/AIDS, it can also keep other people at a distance. HIV/AIDS affects all sectors of society, and so it is important that different groups find a common language, as a basis for joint action.

Example: NGOs and community groups, Sri Lanka

At a training workshop, NGOs and community groups expressed that they were unsure about what language to use – about HIV/AIDS, NGOs and development – when documenting their work and communicating with partners. Therefore, they carried out a “language brainstorm” exercise – in both Singhala (the local language) and English – to explore how comfortable they felt about using certain words and terms when speaking with their partners. They considered issues such as whether the words were understandable and technically correct, and if they would help to communicate a positive image of NGOs and HIV/AIDS work.

**Aim:**
To explore different words that are used about HIV/AIDS – to help to find a common language for working with others

**Instructions:**

1. Make a set of approximately 30 small cards. Write one word related to HIV/AIDS or NGOs on each card.
2. Prepare a large sheet of paper with three columns: the first with a smiling face and “Happy to use”; the second with a neutral face and “Not sure”; and the third with a frowning face and “Not happy to use.” (See NGOs and community groups example and blank sample at the end of Section 3).
3. Hand the cards out, so that each participant has several. Ask them to place each of their words under the face that reflects their reaction to using them when communicating with partners.
4. Within the large group, discuss why certain words were put in certain places. If participants are not happy with the position of a card, ask the group to come to an agreement on where to move it.

**Questions for discussion:**

? What might be the consequences of using language that a partner finds inappropriate, or does not understand?
? Does the NGO need to change some of the words that it uses in its daily communication? Why?
? Are there simpler alternatives to some of the jargon?

**Facilitators’ notes:**

! This activity can be done in whatever language is most appropriate for participants. It may be useful to use both the everyday local language and the “official” language (such as English, French or Spanish).
! Try to come up with a broad variety of words. Include special words, colloquial terms or slang that might be heard from a wide variety of people.
! Encourage participants to discuss the effects of language, rather than to simply judge whether words are right or wrong.
3.5 Getting the message across

Messages help an NGO to communicate effectively with its partners. These are forceful statements, which help an NGO to connect quickly with its partners, in a way that they can appreciate and remember. An NGO can include these messages in brochures and other materials about the organisation. They can also be used as a reminder of points to be made when meeting with partners, making presentations, or giving media interviews.

Good messages reflect the NGO’s identity as an organisation, as well as its strengths, experience and expertise. All the people in an NGO should agree with the organisation’s messages, support them and use them.

Powerful messages are:

✔ Short
✔ Simple
✔ Positive
✔ Accurate
✔ Consistent
✔ Action-orientated

**Example: Pinoy Plus, the Philippines**

Pinoy Plus is a self-help group for people living with HIV/AIDS based in Manila. During a training workshop, they drafted messages to present a positive image of their group and to fight discrimination:

1. **(MESSAGE ABOUT HIV/AIDS, AND WHY IT IS IMPORTANT)...**
   
   HIV/AIDS IS A REALITY, AND IT AFFECTS INDIVIDUALS, COMMUNITIES AND OUR COUNTRY. HIV/AIDS IN THE PHILIPPINES IS NOT ONLY A HEALTH PROBLEM, BUT ALSO A SOCIO-ECONOMIC PROBLEM.

2. **(MESSAGE ABOUT WHAT THE NGO DOES OR STANDS FOR)...**
   
   PINOY PLUS IS THE ONLY SELF-HELP GROUP FOR PEOPLE LIVING WITH HIV/AIDS IN THE PHILIPPINES. WE ARE PART OF THE WORLD-WIDE EFFORT TO PREVENT THE SPREAD OF HIV AND TO CARE FOR PEOPLE THAT ARE AFFECTED.

3. **(MESSAGE ABOUT HOW OTHER PEOPLE CAN WORK WITH THE NGO)...**
   
   WE ARE NOT THE PROBLEM, BUT PART OF THE SOLUTION. EVERYONE HAS A ROLE TO PLAY IN SUPPORTING PEOPLE LIVING WITH HIV/AIDS AND IN A NATIONAL HIV/AIDS PROGRAMME.

Reference: Adapted from “External Relations Skills Building Workshop”, PHANSuP and the Alliance, the Philippines, October 1995.
**Aim:**
To make messages that an NGO can use to reach out to and motivate different partners

**Instructions:**
1. Ask participants to divide into three small groups. Ask each group to make a brief message about one of these topics:
   - HIV/AIDS, and why it is important.
   - What the NGO does or stands for.
   - How other people can work with the NGO.
   [See Pinoy Plus example and blank sample at the end of Section 3].
2. Come back together as a large group. Discuss the messages and encourage participants to continue to work on them – to develop a “package” of messages that complement each other and that everyone agrees with.

**Questions for discussion:**
- Does each message make a specific point? Do the messages complement each other and reflect the NGO’s strengths and uniqueness?
- Can the NGO support the messages with further information and examples?
- What is the tone of the messages? Is it too forceful, or not forceful enough?
- Can these general messages be tailored to different partners? For example, could they be adapted for a business or media partner?

**Facilitators’ notes:**
- Powerful messages are hard to make. Encourage participants to keep working on their messages and to review them regularly – to make sure that they are still accurate and appropriate for current partners.
- Encourage participants to work as a team – helping to improve each other’s work rather than criticising it.
- Pay attention to the tone of the messages, and how different partners might hear them. The right tone is as important as the right words.
- This activity is designed to make general messages that everyone in the NGO can agree upon and use with a variety of audiences. It may also be useful for the group to practice adapting the messages to specific partners.
3.6 Responding to crises

The process of building partnerships does not always go smoothly. Therefore, it is important that an NGO finds positive ways to cope with problems and crises.

Some differences of opinion or values make it difficult for an NGO to work with a partner. Through on-going communication with a partner, an NGO can often, but not always, find a way to overcome these obstacles. Even if an NGO decides not to continue with the partnership, it can at least understand what the differences are about and base its decision upon facts.

Example: FRENPAVIH and Fundación Mexicana, Mexico

FRENPAVIH and Fundación Mexicana – two NGOs involved in HIV/AIDS responses – had been sharing the same office space and staff for six months, when a conflict arose between them. FRENPAVIH sensed that Fundación Mexicana was overtaking the space and resources, while Fundación Mexicana did not have a clear understanding of FRENPAVIH’s work, and felt that its communications with them were too limited. FRENPAVIH and Fundación Mexicana shared this situation with other NGOs during a workshop. They stated the points that each of them insisted upon and re-negotiated their arrangements. Each took steps to become more independent and strengthen their relationship. They explained this through a diagram showing their individual points of view and their areas of agreement:

Reference: Adapted from “External Relations Workshop”, the Alliance, Mexico, August 1998.
**Aim:**
To think what to do if a partner has different goals for a relationship, and to negotiate common ground

**Instructions:**

1. Ask participants to think of a scenario where their NGO has experienced a difficult situation with a partner.
2. Ask participants to draw two circles side by side. Within one, write down the points that the NGO must insist upon. Within the other, write down the points that the partner must insist upon. [See FRENPAVIH and Fundación Mexicana example and blank sample at the end of Section 3].
3. Draw a circle linking the two circles. Within it, ask participants to note some points of agreement between the NGO and the partner.
4. Discuss whether the NGO and its partner have a good enough basis for building a relationship.

**Questions for discussion:**

- Did the NGO start off with unrealistic goals for the partnership, and expect too much?
- Is the NGO considering its partner’s point of view?
- Do the points of agreement provide a good enough basis for continuing the partnership? Or are they too limiting?

**Facilitators’ notes:**

- Encourage an open and analytical approach to this exercise. Support participants to take a positive and active approach to the obstacles they identify – rather than feel dispirited and negative.
- If the crisis situation is severe, support participants to decide what is best for the NGO – whether to carry on with the partnership, finish it, or look for alternative ways to address differences. Respect their perspectives, but also encourage them to look positively and creatively at all angles before taking their final decision.
Sample

Appreciating different perspectives (Section 3.1)

<table>
<thead>
<tr>
<th>HOW OUR PARTNER VIEWS OUR NGO</th>
<th>OUR NGO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR PARTNER:</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>HOW OUR NGO VIEWS OUR PARTNER</th>
<th>OUR NGO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR PARTNER:</td>
<td></td>
</tr>
</tbody>
</table>
Sample

Thinking about pros and cons (Section 3.2)
Sample
Understanding the ups and downs (Section 3.3)
Sample

Using the right language (Section 3.4)
Sample
Getting the message across (Section 3.5)

1. (MESSAGE ABOUT HIV/AIDS, AND WHY IT IS IMPORTANT)...

2. (MESSAGE ABOUT WHAT THE NGO DOES OR STANDS FOR)...

3. (MESSAGE ABOUT HOW OTHER PEOPLE CAN WORK WITH THE NGO)...
Sample

Responding to crises (Section 3.6)

POINTS THAT WE INSIST UPON

POINTS THAT OUR PARTNER INSISTS UPON

WE BOTH AGREE
Summary of Section 4

Building partnerships is a learning process. Therefore, it is important that an NGO records its efforts, reviews how partnerships have made a difference, and tells others about the successes and difficulties that it encountered along the way.

NGOs should include their partnerships work within their overall monitoring and evaluation strategies – so that they develop a system that is appropriate for their needs.

Instructions for how to use Section 4 can be found in the “Introduction” to this toolkit under “8: How can each section be used?”
4.1 Monitoring and sharing lessons about partnerships

Building partnerships is a learning process. For this reason, it is important that an NGO:

✔ Records and monitors its efforts to build partnerships.

This involves noting what went well, and what did not. With this information, an NGO can look at progress in meeting goals for building partnerships, and gain a better understanding of each partner’s needs, interests and priorities. This record also becomes part of the NGO’s “memory”, which others in the organisation can rely on to continue building successful partnerships.

An NGO can decide whether to collect quantitative information (such as data, facts and figures), qualitative information (such as people’s feelings and views), or both. This will depend upon the needs of the NGO and their donors.

An NGO might also want to assess specific aspects about partnerships – such as how the amount of resources (time, energy or money) put in compared with the resources gained.

✔ Reviews and evaluates how building partnerships has made a difference.

From time to time, an NGO can review how its efforts to build partnerships have benefited the organisation, its programmes, communities, and the overall response to HIV/AIDS in its area or country. Partners will also want to discuss how the partnership has made a difference to them.

A review helps an NGO to build upon its successes and learn from its mistakes in building partnerships. Approaches and activities that did not work can be avoided in the future. An NGO can change its goals for building partnerships, select different partners, or change how it approaches existing partners – in order to strengthen its work in this area.

This activity can be carried out in a time-frame that suits the NGO. For example, if an NGO has an organisational review and re-planning every year, partnerships work can be incorporated into it.

✔ Tells others about the successes and difficulties that it encountered along the way.

NGOs can learn from each other’s experiences, gaining new ideas and avoiding unsuccessful approaches that have been tried already. Other people and organisations will also want to know how building partnerships can make a difference. Also, telling others about the benefits of partnerships can lead to new opportunities for collaboration.
In terms of developing a monitoring plan for partnerships work, facilitators should encourage participants to include this area within the overall monitoring and evaluation plans for their NGOs. This will help to ensure that they use methods that are familiar and useful for them, and that meet the requirements of their specific donors. It will also help to strengthen the links between programme work and partnerships work.

As it makes a monitoring plan, an NGO can decide what kind of information it would like to record about building partnerships, as well as how and when it will review and tell others about the benefits, experiences and lessons learned. Some ideas about how to do this are presented in the table below.

<table>
<thead>
<tr>
<th>MAKING A RECORD BY:</th>
<th>ASSESSING THE BENEFITS THROUGH INDICATORS SUCH AS:</th>
<th>REVIEWING PROGRESS AND SHARING LESSONS WITH OTHERS BY:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ CLIPPING NEWSPAPER ARTICLES</td>
<td>✔ MORE SERVICES FOR PEOPLE</td>
<td>✔ HOLDING PERIODIC REVIEW AND RE-PLANNING WITH OTHERS</td>
</tr>
<tr>
<td>✔ KEEPING A DIARY</td>
<td>✔ BETTER QUALITY OF SERVICES</td>
<td>✔ WRITING AN ARTICLE FOR A JOURNAL</td>
</tr>
<tr>
<td>✔ TAKING PHOTOS</td>
<td>✔ CONTINUATION OF PROGRAMMES AND SERVICES</td>
<td>✔ HOSTING A WORKSHOP TO SHARE LESSONS</td>
</tr>
<tr>
<td>✔ MAKING A LOG BOOK</td>
<td>✔ BETTER QUALITY OF LIFE FOR PEOPLE LIVING WITH HIV/AIDS</td>
<td>✔ ORGANISING A PUBLIC MEETING</td>
</tr>
<tr>
<td>✔ TAKING NOTES AT MEETINGS</td>
<td>✔ MORE REFERRALS FROM OTHER ORGANISATIONS</td>
<td>✔ MAKING A NEWSLETTER</td>
</tr>
<tr>
<td>✔ WRITING A SUMMARY REPORT OF EVENTS</td>
<td>✔ LESS DISCRIMINATION</td>
<td>✔ ISSUING A PRESS RELEASE</td>
</tr>
<tr>
<td>✔ MAKING A FILE OF PRESENTATIONS MADE TO PARTNERS</td>
<td>✔ LESS STIGMA</td>
<td>✔ MAKING A VIDEO</td>
</tr>
<tr>
<td>✔ MARKING IMPORTANT EVENTS ON A YEARLY CALENDAR</td>
<td>✔ BETTER MEDIA COVERAGE</td>
<td>✔ HOLDING MONTHLY UPDATE MEETINGS</td>
</tr>
<tr>
<td>✔ RECORDING INTERVIEWS WITH PEOPLE INVOLVED</td>
<td>✔ MORE AWARENESS</td>
<td>✔ MAKING PRESENTATIONS AT CONFERENCES OR SEMINARS</td>
</tr>
<tr>
<td>✔ MAKING A SUMMARY OF RESULTS</td>
<td>✔ MORE DIALOGUE</td>
<td></td>
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</tbody>
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