

**STRATEGIC ISSUES IN STAKEHOLDER MANAGEMENT IN THE
NON-GOVERNMENTAL ORGANISATION SECTOR, THE CASE
OF AGA KHAN FOUNDATION AND DARAJA CIVIC INITIATIVES**

BY

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DECLARATION


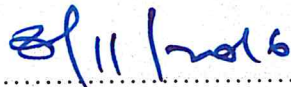
This research project is my original work and that this document has not previously, in its entirety or in part, been submitted to any University, college or institution of higher learning in order to obtain an academic qualification.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I wish to dedicate this project to my two daughters Muthoni and Wanja for their love, support and understanding and for cheering me on while bearing the burden of separation and divided attention as I worked long hours to complete this study. I would also like to dedicate my project to all the NGOs in Kenya including Aga Khan Foundation who endeavor to work in partnerships with other organizations as a strategy to achieve their ultimate goals and objectives.

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ABSTRACT

This study was carried out with a key objective of establishing strategic issues in managing stakeholders in the NGO sector. To be able to establish the strategic issues, a case study of two strategic partners Aga Khan Foundation and Daraja Civic Initiatives Forum was conducted. The study collected data through face to face interviews by use of an interview guide from six key respondents selected from the two organizations. The data collected was qualitative in nature therefore it was analyzed through content analysis. From the data collected and analyzed, it was established that the key strategic issues in managing stakeholders in the NGO sector were poor or lack of effective communication, weak structures and systems, unavailability of resources both financial and human capital affecting sustainability and partnership continuity, lack of technical expertise, lack of clarity on the roles to be played by each partner and lack of a shared vision affecting commitment to the overall objective of the partnership. The study concluded that strategic partnerships are very important as not a single organization can operate in isolation. Organizations need to draw from the expertise and skills of the other organizations to meet their strategic objectives, however if not well managed, strategic partnerships fail to achieve their intended purpose and overall objective. The study also concluded that issues arising from strategic partnerships in NGOs are mostly determined by how well the partnership is integrated into the overall strategy of the organizations involved. The study recommends that for any NGO that works in partnership other organizations, it is critical to consider stakeholder management a key strategy in achieving their overall objective. For this to be effective partners need to come up with a framework of addressing the various issues identified by providing policies and guidelines in managing the stakeholder's expectations and the issues that emerge in the course of the strategic partnership.

ABBREVIATIONS & ACRONYMS

AKF	Aga Khan Foundation
AKDN	Aga Khan Development Network
NGO	Non-Government Organization
PVO	Private Volunteer Organization
DCIF	Daraja Civic Initiatives Forum
KCDF	Kenya Community Development Foundation
CBOs	Community Based Organisations
CSOs	Civil Society Organisations
MOU	Memorandum of Understanding
BOM	Board of Management

CHAPTER ONE: INTRODUCTION

1.1 Background of Study

The environment under which most organizations operate in is dynamic and complex. This causes the need for them to realign their strategies in order match to the changes. It is therefore required that they constantly monitor the happenings in the operating environment so as to develop relevant scenario strategies to help them achieve their objectives. Throughout history, efforts to involve communities have been instrumental in developing and sustaining livelihoods. To achieve this, strategic partnerships have seemingly been a great strategy at large to achieve their overall goals and ultimate objectives in order to a wider impact on the social and economic problems (Smith, 2005). Strategic partnerships are considered the most advanced forms of collaborations that offer highest returns to the parties involved (Pedersen,2009). The partnerships main characters are through the activities being a major link to the overall strategy of the organization while enhancing interactions (Austin, 2010). At this level of collaborations partners are dependent on each other and are expected to mutually share ideas, resources and efforts (Googins & Rochlin, 2000) to help achieve a common mission, such as reduction of poverty rates or improved quality of life.

The Stakeholders Theory and the Resource Dependence Theory have guided the study. The stakeholders' theory explains the ways relationships with various stakeholders are supposed to be managed in the organization for a smooth strategy implementation. Different stakeholders play different roles in strategy implementation. The Resource Dependence Theory argues that partners that lack key resources in their business always aim to establish relationships with other partners who are well or better endowed in the

resources to ensure they are able to obtain or benefit from the resources they lack. The aim of this study therefore was to examine the strategic issues arising in managing stakeholders at Aga Khan Foundation and Daraja Civic Initiatives Forum who are currently implementing a number donor funded activities through a strategic partnership which in turn affect the strategy implementation and achievement of the overall strategic goals of the two organisations.

Over the past two decades there has been a trend towards increased partnerships between Non-Governmental Organizations (NGOs), donors, local partners, the government and direct beneficiaries to bridge the gap of social service provision all over the world and especially in developing countries. Strategic partnerships are useful tools to expand the coverage of development interventions, increase the impact of projects and foster the sustainability of NGO services. It is therefore critical that all parties involved in the various partnerships work in a harmonious way to achieve the set objectives. Strategic management is very important in smooth management of the stakeholders and delivery of the overall objectives.

Due to increased global competitiveness in donor funding and accountability to all stakeholders involved in project implementation, organizations find it difficult to perform all business by their own and as a result they strategically partner with the local organizations to optimize their performance. The benefits derived from these partnerships are immense. However, in cases where the partnerships are not well managed they affect the overall performance of the organizations involved due to issues such as weak governance structure, lack of capacity to implement and manage resources, poor accountability, institutional/projects sustainability and communication problems.

Strategic partnerships are complex means used in achievement of sustainable solutions to the targeted beneficiaries. Various studies conducted regarding how these partnerships work indicate that the partners manage to work well through adopting flexible approaches that are long term considering the nature of the complexities involved. Through these partnerships, the organizations involved always grow as they are able to learn from each other and build their management skills and effectiveness, gain valuable experiences while enhancing each other's capacity. It is therefore important to note that they enable each stakeholder to learn and to be better in what they do assisting them to achieve their ultimate goals.

1.1.1 Strategic Issues

Johnson Scholes & Whittington (2005) define strategy as the scope and direction of an organization over the long term which realizes benefits in a dynamic setting through its formation of competencies and resources with the aim of achieving stakeholder expectations. Strategy implementation is putting into action a formulated strategy. It means effective use of the organization's resources and while involving and motivating the staff so as to achieve the overall objectives (Ramesh, 2011). The strategic process works towards improving the performance of the organization to achieve the overall mission. It is important to note that strategic planning and formulation process should be sensitive to environmental changes both external and internal and the need to adopt an approach that involves all the stakeholders, failure to which realization of the strategy becomes unsuccessful. Formulation of the strategy usually starts at the top and flows downwards however for a strategy implementation to succeed involvement and collaboration with all the stakeholders is critical (Zaribaf and Bayrami 2010).

Strategic issues are emerging changes or trends that arise from an organization's internal or external environments with the potential of affecting organizational performance. It is important to realize that the benefits of strategic partnerships do not appear overnight, therefore establishing effective and successful partnerships requires considerable time, patience and joint efforts. It is critical for NGOs to create the right framework from the start and review the structure and process of the partnership on an ongoing basis to measure its success or failure. To address the above strategic issues, communication has to be seamless. Robinson and Pearce (2004) noted that communication is key and critical throughout implementation process. More importantly is also how communication is done and also how the same is interpreted as this plays a key role which requires managers to enforce a strong communication culture within the organization so as to embrace clarity and understanding by all staff and within all the departments .Therefore, organizations need to be wary of their varying structures and systems of the different organizations that they partner with so as to have a clear understanding on accountability, donor regulations and compliance, human capital structure and the capability of the management so as to effectively communicate the message of strategy implementation with the partners (Burnes,2004).

1.1.2 Stakeholders Management

A stakeholder is defined as any person or organization who in one way or another influences an outcome. A stakeholder could be internal that is the staff, managers and the top level directors or they could be external meaning the local beneficiaries /community, customers, government agencies or even the competitors. Stakeholders however must

have some level of contribution in the strategy implementation (Freeman 1994). It is also important to note that stakeholders have been defined as persons either within or outside of an organization who either affect or are affected by the organizations' actions and have some influence in the overall performance of the organization (Pearce and Robinson, 2003).

Stakeholders management is part of an organization's strategy aimed at taking into account the interests of stakeholders in the management of the organization. It is done in such a way that the concerns of stakeholders are viewed as part of a firm's decision making process if the organization is to realize its strategic value (Slinger, 2011). According to Freeman (1994), it is assumed that the effectiveness of an organization is measured by its ability to satisfy its stakeholders. According to Llewellyn (2009), it is critical and very important to manage stakeholders as this helps an organization to accomplish its overall strategic objectives. This is made possible through understanding and being able to influence not only the external but also the internal environment. This can only be achieved by developing relationships that not only positive but also mutually beneficial to all the stakeholders involved. It is therefore conclusive to say that managing the expectations of the stakeholders and also meeting the agreed objectives is key to the overall success of the partnership.

In managing stakeholders in strategic partnerships, the key issues to look out for are interests and influences, communication, management and governing structure, existing systems and commitment to the partnership. These issues must not only be identified early enough but the organization must make every effort to address and resolve any arising challenges at the earliest for mutual success. According to Alexander (2005), stakeholder

management enhances acceptance of an organization and its services in the communities they work in therefore its very beneficial thus needs to be part of the organization's key strategies .During strategy making, one of the key and most important tasks is the management of the many and often opposing demands of an organization's different stakeholders in relation to its planned long term goals and objectives

There is a wide and well-established framework of knowledge and literature covering stakeholder management, however the ideas are mainly concentrated on general stakeholders and has not put into cognizant unique strategic partnerships model where both organizations are in the same field but for various strategic reasons they partner. This study has therefore brought greater clarity to the ever developing practice of stakeholder management in the NGO sector, so that organizations can manage their stakeholders in ways that meet their overall strategic goals. More-over the study has contributed to the development of stakeholder management concepts.

1.1.3 Non-Governmental Organizations Sector

A Non -Governmental Organization (NGO) is any not for profit voluntary organization which could be local, national or International. NGOs are driven by common interests and are mainly formed with an aim of solving specific issues relating to social economic problems that face the poor and marginalized communities. NGOs are therefore organized around specific issues not limited to environment, health, education and human rights. NGOs are usually funded through donations but some are managed primarily by volunteers. According to the Non-Governmental Organizations Co-ordination Act, NGOs are described as “private, voluntary and charitable group of individuals or associations,

not operated for profit but which have organized themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity work or research in the diverse areas mainly in health, education, agriculture, education and civil society”. NGOs are non –profit organizations that obtain at least a share of their resources from private sources and donations (Korten,1990). He adds that since some NGOs consider the term to be so broad they refer to themselves as Private volunteer organizations (PVO). According to the Kenya ‘Public Benefit Organization act, 2013, ‘a public benefit organization is a grouping of individuals or organizations that is voluntary in nature, which is independent, non-partisan, and not for profit making and which is-organized and operated locally, nationally or internationally; engages in public benefit activities in any of the areas set out in the sixth schedule; and is registered as such by authority.’

1.1.4 Aga Khan Foundation and Daraja Civic Initiatives Forum

The Aga Khan Foundation (AKF) is a private non-profit making international development agency. AKF works to improve the quality of life of communities in resource poor and marginalized areas in Kenya. AKF is an agency of the wider Aga Khan Development Network (AKDN), a group of international development agencies that work in the poorest parts of Africa and other parts of the world mainly in Asia. In Kenya, AKF works with partners to improve the quality of life by developing innovative and creative answers to the challenges of development while seeking to create sustainable solutions. Due to the multifaceted and complex nature of development, AKF’s programmes in the region include education, health, early childhood development, social and economic development, youth empowerment and strengthening of the civil society.

As part of AKFs growth strategies aimed at achieving long term and sustainable results in the communities that it works with, Aga Khan Foundation recognizes that it cannot achieve its objectives in isolation, but that it needs a range of different types of partnerships and collaborations in order to achieve this. Therefore, AKF engages in different partnerships for various reasons to achieve diverse outcomes. All these partnerships are necessary and are equally important and in so doing AKF is very keen and committed to selecting like-minded partners who have compatible vision and values. Currently, AKF has partnered with local Community Based Organizations (CBOs), Civil Society organizations (CSOs) namely Daraja Civic Initiatives Forum, Viwango, Elimu, Mukuru Slums development Programme (MSDP) KCDF and Omega Foundation among others. AKF also works hand in hand with other AKDN Institutions including the Aga Khan Hospitals, Aga Khan University and Schools, Serena Group of hotels among others. It also collaborates with Government ministries namely; Ministry of Education, Ministry of Health and Ministry of Agriculture among others.

Daraja Civic Initiative Forum is a local NGO that was registered in 2013 whose vision is having well -informed active communities. Daraja works with the urban poor in the slums of Nairobi. Their mission is to mobilize, build and strengthen capacities of marginalized communities in the areas of education, health, water and sanitation, civic education and general social transformations

Combining and leveraging organizations' relative strengths through collaborations can allow NGOs and development partners including government ministries to each achieve their individual goals more fully.

With increased partnerships there has arisen a number of opportunities and as well as challenges that have affected the partnerships. Among the challenges that have arisen include poor or lack of effective communication among the partners, lack of capacity to implement as per the MOUs, political interference especially in government departments, poor governance and lack of accountability, corruption, fraud and mismanagement of the resources, delayed funding resulting from delayed reporting to the donors, poor structures and systems etc. However, there are several benefits that have been realized from the partnerships and these include ability to reach a wider scope in the various interventions, capacity building and sustainability is enhanced, more resource mobilization, technical support, enhanced monitoring and evaluation process, government support creating an enabling environment, networking that encourages learning among others. The strategic issues that have been identified through this study will enable AKF to increase the success of implementation of its various projects through better stakeholder management skills that will enhance the achievement of the strategic goals as stipulated in the Strategic plan.

1.2 Research Problem

The overall objective of strategic partnerships is to achieve more than one organization can achieve on its own. Organizations tend to engage in strategic partnerships for various reasons, however the one major reason why they establish strategic partnerships is the added value and increased synergy in working with other organizations. Recently several NGO's have engaged in partnerships with local community based organizations. The partnerships have enabled both NGO's and the community at large to achieve multiple social goals and at the same time achieve wider impact on social and economic problems (Smith 2005). Involving stakeholders encourages common understanding and this further enhances increased interest, support and commitment by all parties and this reduces potential conflicts and misunderstandings (Kaza 1988).

In a bid to achieve a wider impact on social and economic problems facing the communities that it works with, Aga Khan Foundation is involved in strategic partnerships with various stakeholders. However, like many other organizations implementing strategies through partnerships, a number of strategic issues have arisen impeding the adequate implementation of such well-crafted strategies. Although a number of studies have been done locally and internationally on stakeholder management that compare equally well with this study, none of these studies have concentrated on strategic issues on managing stakeholders in the NGO sector. For instance, on the global front, Smith, Ansett and Erz (2011) analyzed the importance of stakeholder engagement in strategic management of the organization. They concluded that involvement of suppliers, customers, shareholders and employees in strategic change improves the strategy implementation by reducing the level of resistance and opposition to strategic

implementation process. Zaribaf (2015) concluded that organizational structure, human resource, organizational culture and stakeholder management were key issues that affect strategy implementation in NGOs.

Abok (2013) conducted a study on factors affecting effective implementation of strategic plans in NGOs in Kenya and concluded that management styles, organization culture, stakeholder management had a great significance on implementation of strategies. She identified several factors that affect effective strategy implementation among them management of the stakeholders and the various challenges faced in managing the stakeholders. Abiero (2010) examined the challenges faced in the implementation of Sondu Miriu project with respect to stakeholders' participation from a strategic change management perspective. He concluded that it is important to involve communities in project implementation for it helps to manage their expectation on strategic issues.

From the above, it's clear that the studies carried out so far focuses on stakeholders in general but not specifically on the unique strategic partnership between organizations that have partnered to implement projects. Ansbjoen (2012) came close to the focus of the study when he focused on value addition and success criteria. He concluded that mutual strategic relationships are beneficial to corporations, however his study is based on stakeholder's management in a partnership between a corporate and non-profit making organization. There is a gap as far as strategic issues in managing stakeholders in NGOs are concerned which the concluded study has been able to cover successfully. In an attempt to bridge the gap, this research has focussed on determining the strategic issues arising in managing the stakeholders with an attempt to answer one research question: What are the strategic issues in stakeholders' management in the non-governmental sector?

1.3 Research Objective

The objective of this study was to determine the strategic issues in stakeholder management in the NGO sector.

1.4 Value of the Study

The findings of this study will be of great importance to a number of stakeholders' that are involved in implementation of projects through partnerships. These includes; donors, international and local NGOs. In addition, through the findings of this study, Aga Khan Foundation will have immerse insights on how to manage strategic partnerships thus realize its long term objectives.

Further, the findings of this research will inform the Kenya government and especially the NGO Coordination Board in formulation and implementation of policies regarding the operations of NGO's in the country by giving guidance in designing appropriate policies

Finally, the study will also have theoretical value by giving insight and evidence-based knowledge regarding issues in stakeholders' management in unique partnership as one Aga Khan foundation has with Daraja Civic Initiatives. The study recommended a case study that has enabled the researcher to give more in-depth analysis on management issues in stakeholders' relationship.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section reviews the underlying theoretical perceptions that exist on the area of the study and more specifically on the two theories; Resource dependence theory and Stakeholders theory. The section similarly reviews empirical literature (past studies) that exist on stakeholder management, what was found and recommended.

2.2 Theoretical Foundation

Theories are framed to understand phenomena, explain, predict, and in many cases, to challenge and extend existing facts within the limits of various assumptions. The basis of this study is formed by two theories; The Stakeholder theory and Resource dependence theory.

2.2.1 The Stakeholders Theory

Stakeholder theory argues that every group or persons participating in the activities of a firm or organization, do so to obtain benefits, and that the priority of the interests of all stakeholders is not obvious (Donaldson & Preston, 1995). Further the theory urges that these interests define the stakeholders and that their interests are intrinsically important. The theory explains the ways relationships with various stakeholders are supposed to be managed in the organization for a smooth strategy implementation. Different stakeholders play different roles in strategy implementation. The manner in which they are handled will influence the organization's ability to meet its objectives.

Freeman (1984) a proponent of the theory argues that for any company to succeed, it ought to be able to not only develop but also accomplish managing the relationships effectively with its stakeholders. He also states that an organization's acceptability and survival in the community depends on how it deals with these different and often opposing interests (Freeman, 1984). It is clear that for any organization to succeed it has to include its stakeholders' interests in the decision making process and maintain a continuous exchange of ideas and communication leading to commitment with the partners (Waddock,1989; Pedersen,2006). There has been increased pressure from several stakeholders, therefore it is very important for organizations to engage in partnerships so that they are able to address more social problems (Warhurst,2005).

Alam (2007) states that the stakeholder management aids to assimilate key strategic matters that are frequently preserved discretely, such as human resource management, strategic management and general organizational management. This empowers organizations to relay vibrant issues to the enhancement of strategies, prevent probable battles for usefulness and productivity from numerous stakeholders and as a result avoid decisions that might lead to undercutting or sabotaging of the partnership objectives. It is crucial to understand each stakeholders' view point as this helps shape relationships, thus avoiding predetermined ideas and norms, and this enables organizations to have a better representation of how communication and relationships between stakeholders has affected the implementation (Olander & Landin,2005) and successful completion of project deliverables is critically dependent upon. Stakeholders collaborate with one another and are inter -connected in various ways. Connections between the stakeholders

include information exchange, services, skills, offering mentorship and also in building capacity while providing supporting tasks (Nilson & Fagerström, 2006).

2.2.2 The Resource Dependence Theory

Resource dependence theory is an organization theory that contends that organizations engage various inter-organizational relationships to manage and control their dependence on resources of other partners in the environment (Pfeffer & Salancik, 1978). This theory emphasizes that the objective of any organization is to reduce its reliance on other organizations in scarce resources within its environment while at the same time finding ways of stimulating other organizations to the available resources (Jones, 2001).

The theory offers an explanation of how the resources that are external to an organization affect the behaviour of the that organization. Partners that lack key resources in their business environment will always seek to form relationships with others who are better endowed so as to obtain the resources that they need but are in scarcity. The theory further states that organizations minimize their own dependence by adjusting their dependence relationships by or by increasing other organizations' dependence on them. Organizations are seen as alliances exercising their structure and behavior patterns to obtain and preserve the external resources needed (Ulrich and Barney, 1984). The organizations' ability to exploit the environment for the available finite resources than its competitors who are also competing for the same will always give it a head start (Boyd, 1990). The resource dependence theory could also be seen as a basis of explaining why several Non-profit making organizations in their need for resources tend to get into strategic partnerships (Yanacopulos 2005).

Wheeler and Sillanpää (1998) states that for effective stakeholder management the organization needs to have two commitments; an obligation to share the goals through continuous dialogue and effective communication and inclination towards joint value sharing so as to advance and grow through dialogue and sharing with the partners involved. Alternatively, there is great need to have some form of incentives and motivations that encourages the various stakeholders to achieve the overall objective and goals of the partnership. This means that the management must at all times maintain high motivation levels amongst the partners and the stakeholders involved. Organizations must always balance their short term and long term objectives keeping their vision at the back of their mind when they make decisions that allows them become more impactful and remain relevant.

2.3 Strategic issues in stakeholder management.

Strategic issues have been well-defined as expansions or tendencies that arise from an organization's internal or external settings with the potential of affecting an organizational performance. In the NGOs context, they include issues such as capacity limitations, accountability, communication gaps, donor compliance requirements, resource gaps and weak systems and structures.

Stakeholder management has been demarcated as the operative managing of the dealings with the participants (Lim, ahn& Lee, 2005: p831). Kolk& Pinkse (2006) defines it as how an organization develops and controls its relationship with the stakeholders. The theories further argue that managing stakeholders emphasizes more on three key themes; identifying stakeholder's nature and their role in the partnership, examining how the stakeholders influence and affect the organizations decision making process and coming

up with firm but diverse strategies to manage the stakeholders. Jawahar & McLaughlin (2001) concluded in their study that organizations tend to apply various strategies in managing different stakeholders whereby the varying interests of different stakeholder groups are prioritized at the particular stage they are particularly important. Scholars have argued that the firm-stakeholder relations include those conditions where the interests and priorities of some of the key stakeholders and those of an organization tend to be conflicting. After all, if an organization and its stakeholders are in agreement at all times, then the need to manage the relationship is not considered necessary.

Nilson & Fagerström (2006) and Bourne & Walker (2005) have recommended that the stakeholder management process requires identifying both suitable and relevant stakeholders and how they relate to the overall strategy and to the organization's system. It is also important to identify the needs of the stakeholders. Further the organization needs to measure the interests of the stakeholders and also identify the requirements of each stakeholder and in the process determine how to balance the requirements and also predict the expected behavior that will satisfy all stakeholders involved and also finally evaluate the impact of their behavior in managing the projects.

2.4 Empirical Studies and Knowledge Gaps.

In this part various studies are summarized in the perspectives of their findings and recommendations. Honadle (2007) brought out the gap that exists in a well written strategic plan and its poor implementation by a comparison of masons and carpenters who fail to form to specifications of a well done building blue print thus distorting its

beauty. Thus he was able to bring out the importance of those who translate/manage the strategic plans for organization.

Egonmwan (2001) identified a gap where the senior managers in organizations assume that once a strategy has been adopted its being implemented. Failure to actively manage the implementation of the strategic plans makes them die a natural death. He further emphasized on the need to involve all stakeholders in drafting organization strategic plans failure to which the drafted document might remain a management document a fact that have seen most of them gather dusts in various organizations.

Aosa (1991) surveyed fifty-one (51) large manufacturing firms on their strategic plans formulation and implementation and concluded that the management is very crucial in ensuring that there is clear communication and adequate resources channeled towards achieving the strategic plan. Abiero (2010) conducted a study at Sondu -Miriu Hydro-Electric Power project in Kenya with an objective of establishing challenges of managing stakeholder relationships and how they affected implementation of strategies at the project .The study concluded that from the project inception, all the stakeholders were not involved in the project implementation which as a result led to lack of owners buy in, lacked community support, encountered resistance to change, cultural barriers and at times encountered language barriers.

He concludes that for the project to succeed there was a great need to have managed all the stakeholders' expectations by involving them in the implementation process and moderating their expectations by making it known of their capacity and limitations. This study though on strategic issues in NGOs, focused on the perceptions of the stakeholders

who were impacted by the implementation of a project which is rather different from the focus of the study conducted.

From the above review most studies emphasize on the need to involve all the stakeholders in project implementation and also manage their expectations/interests.

From the above discussions it's clear that most of the studies carried out so far focuses on stakeholders in general but not specifically on the unique strategic partnership between organizations that have collaborated to implement projects as a team but playing different roles in the partnership. Due to the uniqueness of the relationship it was interesting to identify the strategic issues that have arisen in stakeholder management at Aga Khan Foundation and Daraja Civic Initiatives strategic partnership.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the research methodology that has been followed to complete the study by the researcher. It highlights the research design, sample size, sample design, data collection and data analysis.

3.2 Research Design

The research design explains how data has been collected, what data collection instruments have been employed, how the instruments have been used and how the collected data has been analyzed. The study conducted a case study of two organizations to be able to answer the research question. As stated by Andersen (2005), a typical characteristic of case studies is to examine a case and the context and then seek answers to why, how and what questions. The case study involved an in-depth study of Aga Khan Foundation and Daraja CIF.

A case study is useful in narrowing down a very broad/wide area of research study to manageable level, it's also very appropriate when studying complex contexts for it allows an intensive study of a single event thus allowing for an organized and systematic way of studying a case, collecting data, analyzing information and reporting the findings. The research method is also very important when one is trying to get a deeper understanding of a single or multiple phenomena (Eisenhard and Graebener, 2007). The research has examined a single case study of two strategic partners; The Aga Khan Foundation and Daraja Civic Initiatives.

3.3 Data Collection

To enable the researcher gain an in-depth understanding of the study, primary data has been collected using an interview guide. The researcher has conducted interviews from six key personnel which facilitated the generation of more in-depth information through probing of the respondents from both organizations.

The targeted respondents were selected from key departments involved in project oversight, implementation and technical support, monitoring and reporting within the two organizations therefore considered resourceful enough in providing the sought data and most relevant information regarding the strategic issues affecting the stakeholder management. From Aga Khan Foundation the respondents selected were from the Policy and Partnerships department, Monitoring and Evaluation department and one Programme Coordinator who is in charge of providing technical and advisory support to the strategic partner. From Daraja CIF the respondents included the Project Manager, Finance Manager and one Field Project Officer. The data collection instrument that has been used for this study is an interview guide. The interview comprised of open ended questions covering the relevant issues of this study.

Interviews are seen as very appropriate tools of gathering information for they allow a high level of flexibility making it possible to investigate and probe further to clarify issues and also provides more thorough and detailed evidence that would otherwise not be possible. Data has been collected by conducting verbal interviews with the respondents. The first part of the interview guide covered general information about the respondent, the second part captured strategic issues in managing stakeholders, while part three established the effect of these strategic issues on the partnership and suggestions

and recommendations that should be put in place for effective management of the partnership. Once primary data is collected through the interviews, it is considered important to have secondary data as a source of additional evidence and information (Lewis, Thornhill & Saunders, 2009) therefore the interviewer also made reference to internal reports from the policy and partnerships department and quarterly programme review meetings involving the two stakeholders.

3.4 Data Analysis

The data that was collected had to go through a process that involved inspecting, cleaning and transforming data with an aim of coming up with useful information that can be used for decision making. The nature of data that was collected was qualitative and was therefore analyzed using content analysis technique through categorizing the responses into major and minor issues/themes and analyzing them for relevance based on the thematic topics for each of the key interview questions. There was constant comparison and analysis conducted from secondary data which was obtained from quarterly review reports and monitoring and evaluation reports within the organizations; Aga Khan Foundation and Daraja Civic Initiatives Forum. The next chapter therefore provides a summary of how data was collected, analysed and presented to inform the findings and recommendations that this study provides. Attached as an appendix to this paper is the interview guide used for data collection. The next chapter provides a critical discussion of the findings and proposed recommendation on managing stakeholders within AKF and other similar NGOs.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter gives details of the findings of the study based on the data collected and the interpretation of the results. The study was designed with the aim of establishing the strategic issues in managing stakeholders in the NGO sector. The study was conducted through collecting data from all the six targeted respondents successfully. The respondents included three staff members from Aga Khan Foundation, namely the Policy and Partnership Manager, Project Coordinator and a Monitoring and Evaluation Manager. Also interviewed were three staff from Daraja CIF namely the Project Manager, Finance Manager and one Project field officer. The data collected was descriptive and presented using qualitative content analysis. The findings from the interviews are reported and recommendations given in this chapter

4.2 Strategic Issues in Stakeholder Management

Using the interview guide the study first set out to find out the whether staff of the two organisations; Aga Khan Foundation and Daraja Civic Initiatives were aware of the nature and importance of the partnership and how this was communicated to them. The study further sought to confirm whether there was clarity on the various roles to be played by the two partners, Aga Khan Foundation and Daraja Civic Initiatives. From the respondents interviewed, it was established that members of the two organisations have an understanding of the need and value of working in partnership which they stated that was a great source of ability to leverage on the expertise and strengths of each partner and this enabled the two partners to optimize on the achievements.

The discussion also confirmed that the various roles were well spelt out in the MOU followed by intensive orientation that was conducted at the time of getting into the partnership through an inception training. On further probing the study confirmed that the clarity of the roles was not well understood by all staff in the organisations. According to the respondents it was noted that the nature of the collaboration and the set objectives were not clearly communicated to all staff members more importantly the implementation team at Daraja and AKF. It was noted that there existed some gaps and grey areas in the memorandum of understanding (MOU) which led to lack of a mutual understanding of the different backgrounds, organizational culture, management style and approaches of the two organizations needs and practices. This led to an overlap in the deliverables and deviation from the objectives as set out in the MOU. The respondents cited cases whereby clarity of funding flow process was not well understood and also how resources would be spent and this led to lack of transparency and accountability in terms of funds utilisation by the partners. It was also noted that reporting guidelines and timelines were not adhered to either due to lack of clarity or poor communication between the two partners.

From the discussion with the respondents, the study established that there is no existing written policy that specifically gives guidelines on managing the stakeholders or a strategy to address the issues that arise within the various partnerships at AKF. The respondents also confirmed that communication channels were both informal and formal and mostly arose out of emerging issues in the course of implementation. It was also established that communication was more of top-down approach where Daraja considered AKF the superior partner. It was cited that AKF would initiate

communication majority of the time mainly by the Project Coordinator to the Programme Manager on various issues affecting the partnership during implementation process. Despite Daraja having a board of management (BOM) that oversees the overall operations of the organization, they seemed to leave key issues that needed to be addressed by the top level management to be handled by the Project manager. In an ideal situation, communication needs to be two ways and it would be crucial and of great importance if Daraja would also take initiative to raise issues of concern more importantly as they were in direct contact with the beneficiaries on the ground so that the two partners could have a common understanding and enhance openness and a shared vision.

“Due to the nature of our relationship with the partner, communication is always initiated by AKF. An ideal situation would be where we (Daraja) also feel free to initiate communication, call for a meeting and give suggestions”

The respondents also noted that the inception meetings only included the top management teams of both organisations leaving out the key project officers who relied on the information passed down from their team leaders in this case the project managers. The study also sought to know nature of performance management framework, monitoring and evaluation systems in place, and the nature of the structures and systems that existed for both organisations. From the discussions with the respondents, the study confirmed that indeed there was a monitoring and evaluation process that is pegged on the performance management system and the MOU between the two strategic partners. However, it was noted that the nature of the systems and structures differed quite

significantly by the fact that AKF is a well-established international agency whereas Daraja is a small and local NGO that is yet to fully establish strong governance structures and operating systems mainly due to lack of capacity both in human capital, technical expertise and financial resources.

The study also established that of there was inadequacy in resources both human resources, financial resources, monitoring and evaluation capacity, budgetary control and reporting. It was noted that the Daraja lacked enough capacity on resources and heavily relied on AKF for support in technical expertise, the reporting was not up to donor expectations and they had weak monitoring and evaluation systems.

“Daraja was to develop a monitoring and evaluation system for effective monitoring of the programme, as we talk, they have not yet finalized and the staff serving as M&E officers do not have adequate skills which has compromised the quality of their work”

Lack of an effective monitoring and evaluation system affected not only the strategy implementation process but also led to a strained relationship between Daraja and AKF. The study established that the two partners needed to support each other in capacity building specifically in areas of financial management, human capital management, grant compliance and adherence to the monitoring and evaluation recommendations raised during the quarterly meetings.

Through the interviews it was established that the partnership has greatly benefited both organisations in terms of capacity building and opening opportunities for further collaborations with other local organisations. However, it was noted that there were gaps

in terms of resources and technical expertise which AKF has been providing and this caused uncertainty in sustainability of the project work that the two partners were involved in. As stated by (Austin 2010), to be able to create mutual relationships, strategic partnerships need to link to the organizations' overall strategy and increase interfaces and dealings that helps minimize uncertainties in the collaborations and this can only be achieved through common discussions and sharing of ideas, joint decision making, shared resources and joint efforts. It is clear from the discussions that uncertainty in business continuity affected Daraja's level of commitment to the partnership where the respondents cited possibility of loss of staff due to lack of or limited funding once the partnership comes to an end.

4.3 Effects of strategic Issues in Managing the Stakeholders.

The main strategic issues that were identified in the case of AKF and Daraja strategic partnership included the lack of clarity on the various roles to be undertaken by the partners, poor structures and systems especially for the implementing partner Daraja, lack of a policy on stakeholder management , communication channels not being clear and poor resource management and uncertainty in project sustainability due to lack of resources with Daraja lacking resources to sustain itself risking their continuity and also affecting the commitment to the bigger vision of changing lives of the marginalized communities that the two partners work with due to over reliance on donor funding.

Strategy implementation is strongly affected by the performance magnitudes on which the strategy is expected and set to affect. It is clear that understanding each other's view point helps to build relationships, thus avoiding predetermined ideas and expectations. It is important to have a clear understanding of how communication and

relationships between stakeholders affects the overall strategy implementation which greatly affects successful completion of the project objectives. The issues identified directly affected the overall success of project implementation by both organisations and this caused delays in submission of donor reports, delayed funding that affected implementation and also affecting relationships between AKF and Daraja and also AKF and the Donors.

On the positive, it was established that the two organisations have supported each other and enhanced AKF and Daraja's visibility at the community level and among other stakeholders through the partnership. In addition, Daraja has experienced tremendous growth through the expertise and shared skills and knowledge that it has gained working with AKF. The interviewer also established that the partnership has positioned AKF as a preferred organisation enabling it to get into more collaborations with local organisations and government departments due to the credible experience and commitment in working with the marginalized communities through the community based organisations like Daraja.

The study also established that due to the nature of the relationship between the two partners, Daraja regarded AKF as a donor and not a strategic partner as the funding from the donor was directly channelled through Aga Khan Foundation. Daraja has no direct link with the donors and from the discussions it was noted that Daraja felt limited in their ability to not only raise issues but resolve technical problems that they felt needed more guidance than AKF could offer. To achieve the goals of any partnership, resources and management practices are essential to complement the anticipated purpose. Explicitly, the

organization members must be able to exhibit responsibility and accountability for their actions and take ownership in the achievement of the objectives of the organization.

4.4 Discussions

From the study conducted, it was established that working in partnerships is of great importance as it contributes to shared and common goals and helps in the achievement of the overall objectives through enhanced clarity of the various roles and expectations and this further leads to not only understanding but also accepting the partnership. Strategic partnerships also help to improve coordination of policies, programs and overall service delivery and ultimately better outcomes through building of trust and openness and recognizing the value and contribution of all members. In addition, it encourages transparent decision-making processes that in turn extend the scope of influence and participation that proves essential to any strategic partnership. However, if not well managed partnerships may in many instances fail to achieve their intended purpose. It was clear from the discussions that establishing a policy and partnerships team that constantly builds capacity and monitors progress of the partnerships and deals with any issues arising that may negatively affect the stakeholder relationship was very crucial. The findings support the argument by (Turner, Hagan and Rasmussen, 2012) who concluded that for any partnership to remain sustainable, there needs to be sufficient shared interest and both organizations must consider the relationship important and mutually beneficial.

The stakeholder management is flexible with dynamic and ever-changing prospects, expectations and strains therefore it is critical for NGOs to assimilate the stakeholder's anxieties, concerns and interests in the decision making process and have continuous

negotiations and meetings to discuss the issues arising with the them (Waddock, 1989, Pedersen, 2006). The study conducted concurs that with pressure from the numerous stakeholders, it is very important for NGOs to come up with strategies on how to manage the issues arising from the partnerships (Warhurst, 2005).

As many NGO's both local and international are getting into more and more partnerships with different stakeholders, they must be ready and willing to not only build but sustain and evaluate the stakeholder relationships in a more strategic way to enable them reap meaningful and long term benefits and to add not only depth but also breath to the community impact.

The study also concluded that most local partners need a lot of support in capacity building in terms of strengthening their structures and systems specifically in governance, financial management, reporting and compliance. It is equally important to come up with a framework on how to manage the various stakeholders' relationships. NGOs can contribute and achieve great benefits tthrough strategic partnerships. However, they need to engage the efforts of all stakeholders while at the same time encouraging efforts by fast-tracking learning and sharing knowledge and skills, through regular review meetings, monitoring and evaluation of the progress and compliance checks and taking corrective action immediately issues are noted. The results support the findings of Pfeffer and Salancik (1978) resource dependency theory that argues that an organizations resources are dependent on its environment therefore its planning is directly affected by those resources. In the NGO sector, the resources considered to be unique are technical expertise, human resource capital, wide network in the community, community and stakeholder support and effective management skills.

The study also established the need to ensure project continuity and sustainability through empowering the stakeholders in resource mobilisation. This also confirms what other scholars for example Menzel *et al.* (2008) and Mulube (2009) concluded from their studies that resources tend to be a challenge or a support in strategy implementation and achieving of deliverables by projects. Although the study conducted has concluded that resources are very significant in the implementation of strategies and affects the relationships between various stakeholders, theorists have further linked the importance of managing stakeholders to the connection between organization strategy and structure (Thompson, 1967). In the study conducted its established that lack of sustainability originates from over-reliance on a single source of funding or resources. The best solution to ensure sustainability therefore is to identify and uphold alternatives and more reliable funding mechanism.

The study also established that communication is key for any partnership to succeed. It is important to have strong feedback circles and systems regarding communication as this directly affects the relationship and how the partners perceive each other including the possibility of extending the strategic relationship to a longer term and solid partnership and collaboration. The findings support those of (Jentoft et al., 1998) who concluded that in managing stakeholders, both compliance to donor requirements and involvement that includes joint decision making are interrelated and that involvement leads to creation of not only interest but also dedication and this leads to the partners taking ownership and accountability in whatever they undertake to pursue within the strategic partnership because they feel their needs are considered in the whole process.

This requires putting in place clear and flexible communication and reporting channels that encourages two-way communication between partners and that are both formal and informal and that involve ongoing consultations to avoid misunderstandings that could lead to partners having different interpretations of issues at hand.

The Resource Dependence Theory emphasises that it's the work of an organization to curtail its reliance on other organizations as a source of rare and scarce resources within its operating environment and to establish ways that influences organizations to ensure availability of the resources or funds for the smooth operation (Jones, 2001). It was also noted that the partners needed to put in place a concrete sustainability strategy by ensuring the stakeholders are cognizant of the fact that with reduced or total withdrawal of donor funding coming through there needed to have a board that is well empowered and keen on fundraising so as to enhance continuity and sustainability of the partners in the long run. These findings support those of (Rajeskar 2014) who identifies the key influences of effective strategy implementation to include top management commitment, communication, organizational structure and culture, resources and stakeholder management. The study noted that the two partners AKF and Daraja needed to engage in more fundraising techniques including networking with other funding agencies and to consider this as an ongoing agenda through exchange programmes and capacity building initiatives.

The study also noted that strong monitoring and evaluation techniques are necessary and any deviations and variances from the set objectives needed to be addressed immediately as this if not controlled would affect the not only the strategic partnership between the two partners AKF and Daraja but also the relationship with the donors. On

communication failure, the respondents confirmed that strong feedback loops in the area of communication are required for a partnership to succeed. This means that within all levels of the strategic partnership, there is great need for smooth and effective flow communication and information. In addition, its critical to have joint meetings and an enabling environment for not only accessing all knowledge and information but also sharing the same within the partners to encourage cross learning and capacity building. This needs to be a key strategy in managing stakeholders in any NGO.

According to the Stakeholder Management theory, NGOs and other organizations are in dilemmas that can only be solved according to their long-term objectives. The issues depend strongly on the complex relations between the firm and its stakeholder and also highly on the magnitude of the needs and expectations of the partners including pressures both from internal and external environment. Over the years, organizations have seemed to lean towards overlooking stakeholder management either through lack of focus or avoiding too much involvement to avoid commitment. Theories have argued that managing the stakeholders works well through the use of a systems approach as recommended by Bertalanfy (1950) and supported by among others scholars Hannagan (2002), Ruch-Ross, Mash, William and Cartland (2008) and Tincher-Ladner (2009) concluded that partners who collaborate and tend to work towards the same common and clear goals and objectives are more likely in a position to achieve much more and more effectively than organizations that work in isolation due to increased combined effects. In this study, it has been established that NGOs that effectively manage and build strong ties with the stakeholders are most likely able to flourish in terms of strategy implementation.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

According to Freeman (1999) for stakeholder management to be considered successful it needs to foster the partnerships' strategic growth, as well as lead to problem solving that is collaborative and ultimately give support to decision making. A strong partnership encourages a learning atmosphere. It is highly advisable to invest in partners' skills, knowledge and the competencies as you learn from each other. For this to be successful, there needs to be an open mindset and encourage a spirit of cooperation so as to create opportunities that shape each other's work by enhancing learning and capacity building within the partnership. To achieve the goal of improving each other's potential, its critical to have a strong monitoring and evaluation process and this way the partners are able to more effectively manage both the achievements and failures and timely corrective measures put in place. By looking at the benefits and the fundamental costs in the "win-win" strategies, the behavior and the power of the stakeholders requires a well-crafted strategy. The expectations of the stakeholders, their pressure and complexities need to be integrated into the strategic management of each organization

The study identified the need to provide continuous technical support to both programme teams, finance teams and the management boards through joint planning meetings, regular review and reporting meetings, financial and grant compliance

trainings. This it was noted would be necessary to motivate staff to be equipped with the necessary skills to manage the partnerships. Stakeholder management is an integral part of strategy implementation. Failure in managing the stakeholders in the NGO sector has had several effects on the strategic process and these include lack sustainability of the NGO work and the impact to the communities. NGOs must therefore identify ways of how organizations develop and implement their strategies by incorporating the views of the partners that work they with and improving the speed to which the organization adapts to changes in operating environment.

The study also identified that strategic partnerships might also not always lead to the desired results because there might exist a gap between the expectations of this collaboration and what actually is implemented by the partners. The challenges that arise as a result lack of effective stakeholder management was found to be stakeholders having interests which are in conflict due to lack of clarity of the roles to be played by each partner thus slowing down the realization of the overall objective. It is therefore important to appreciate the role that each stakeholder plays in their operations and therefore come up with a mechanism of dealing with the various strategic issues in the strategy implementation process.

5.2 Conclusion

From the study conducted, it was concluded that strategic partnerships are the way to go as not a single organization can operate in isolation and they need to draw from the expertise and skills of other organizations to meet their strategic objectives and long term mission. The strategic partnership has enhanced implementation of the project because

Daraja CIF has established networks in the grassroots, specifically in the informal settlements of Nairobi and partnering with them ensures that AKF does not need to re-negotiate entry into the communities where they already have a presence. Therefore, it saves both time and resources (funds) as AKF does not have to re-invent the wheel.

However, the study conducted concluded that if not well managed, strategic partnerships may fail to achieve their intended purpose and overall objective. The study therefore concluded that NGO's need to establish special oversight teams including forming a policy and partnerships department that needs to come up with a policy guideline on managing stakeholders, In addition the Monitoring and Evaluation teams need work closely with the other departments and provide regular monitoring and reviews and ensure effective implementation and management and control of emerging issues and most importantly enhancing effective communication with the partners.

The study concluded that NGOs must constantly remain aware of key challenges to a working relationship in strategic partnerships. In addition, organizations must recognize as relationships evolve and grow, the partners must work towards resolving any emerging issues at the earliest. For the case study conducted of AKF and Daraja it concluded that special skills in resource management and fundraising need to be put in place to ensure that NGOs are able to work towards self-sustainability to avoid partial implementation of project work and expected deliverables due to lack of resources arising from limited or withdrawal of funding upon the end of the strategic partnership.

5.3 Recommendations

The study makes the following recommendations that are based on the results of the study. NGO's management must ensure that they take ownership and show commitment to the strategic partnership. This needs to trickle down to the partners that they are engaged with. Commitment is required from the senior management of the partnering organizations and down to all members of the organization engaged in managing the partnerships. It is important to ensure that the commitments from the management and board of directors are demonstrated through technical support and mentorship to the partners in terms of resources, capacity building and continuous learning and development.

The study also recommends that it is important that for any organization that intends to get into a partnership to jointly evaluate the capabilities and potential of each partner and also to agree and recognize the need for the partnership. In the NGO sector, the recommended approach would be for both partners to identify the desired achievements and also identify the important factors to consider for the success of the partnership and also ways of effectively managing the stakeholders. It is also important that any principal barriers that may affect the strategic partnership are identified at the initial stages and both partners must come up with a framework of dealing with the identified issues and finally it's important to acknowledge and recognize the extent to which the two partners with collaborate to avoid overlaps in the expected deliverables.

The study also recommends that that partners need to have a clear understanding of the nature, purpose and expected outcome of the partnership. This means that AKF and Daraja CIF need to have a common and shared vision regarding why the partnership was

formed and what it hopes to achieve in the long term. This will greatly assist in developing a common and shared goal for the strategic partnership. This can be achieved through having clearly spelt out objectives expressed in the MOU's and partnership agreements and having the objectives as realistic as possible considering the different complexities and structures of the strategic partners.

As AKF gets into more partnerships, the study recommends that the management needs to understand the strategic issues that they are bound to face in managing various or diverse stakeholders that they deal with and the impact of the identified issues on strategy implementation. The Policy and Partnerships department needs to come up with a very clear policies and guidelines on managing partnerships.

The study also recommends that for any organisation be it NGOs, other development agencies, government bodies or corporates that wish to work in partnerships, stakeholder management needs considered a key factor in strategy implementation process and they need to identify measures they can put in place to successfully implement this kind of strategy.

Finally, the study conducted recommends that NGOs must consider communication as a key factor that affects the effective implementation of strategies through partnerships like the one the researcher has studied of AKF and Daraja. Successful partnerships are built on mutual understanding, clear goals and objectives. NGO's need a strong internal communications policy that considers how best to share information between partners. Open and clear communication channels enhance support and generates commitment for the partnership and also helps to identify opportunities or weaknesses.

5.4 Limitations of the Study

The study conducted was to identify strategic issues affecting the strategic partnership between AKF and Daraja Civic Initiatives. Due to the nature of the partnership whereby Daraja considers AKF a major source of their funding, there exists a unique partnership and this could have limited the extent of disclosure of information on the issues that Daraja and AKF might be facing. The fact that the partnership is ongoing might have led the respondents to be slightly reluctant to diverge all issues affecting the partnership.

The study was also limited by the time constraint. The period over which the study was to be conducted was short, therefore comprehensive research could not be undertaken to compare the experiences and strategic issues of other similar NGOs and how well they have managed stakeholder relationships.

There was also limited accessibility to internal organizational information especially on the monitoring and evaluation reports as this were specifically shared with top level management. Some few staff also felt more comfortable not having a face to face interview due to time constraints and being away from office therefore preferred to fill the interview guide thus the researcher was unable to have a face to face interviews and limited clarity and probing on issues that were not clear. However, the limitations did not affect the data collected to undertake the study.

5.5 Suggestions for further study

The study conducted of AKF and Daraja restricted itself to a partnership between an international Non-Governmental Organizations and a local NGO who are in the same sector. It is recommended that similar study be undertaken on a partnership with organizations operating in different sectors for example an NGO working in partnership with a government department or a commercial enterprise to identify the key strategic issues that might affect such a partnership and how best to manage the stakeholders and the results be compared so as to make a conclusion decision regarding stakeholder management as a strategy in organization operations. It will also be helpful to compare whether the issues identified in the strategic partnership between Daraja and AKF also apply to other NGO's who have partnered with other local NGOs and how they have managed to resolve the issues around stakeholder management.

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Appendix I: Interview Guide

Confidentiality Declaration: The responses provided in this interview will be used exclusively to inform findings for the research and not for any other use, personal details and any other personal information obtained through this interview will be treated as confidential.

Section A: Interviewee details

1. Name (Optional).....
2. Position in the organisation.....
3. Period in the position.....

Section B. Strategic issues in stakeholder management.

- 1) Are members of your organisation aware of the importance of the strategic partnership?
- 2) Are the roles and responsibilities of the 2 partners clear in this strategic partnership?
(Probe for how this can be confirmed).
- 4) Do you have a performance management framework for your strategic partnership?

(If Yes) Describe it.
- 5) Are the monitoring and evaluation results followed and corrective action taken up? How is this done?
- 7) Please tell me the how the structure and systems have contributed to the strategic partnership relationship.

Section C: Effect of the Strategic Issues on the Partnership and suggested recommendations.

- 1) Were there any concerns raised during the initial capacity assessment stage that are not addressed/resolved to date? If yes, Why?
- 2) What skills in the partnership are important and need to be managed/supported? Why? (Probe for as many skills and competencies as possible and the need for each)
- 3) How have resources affected the strategic partnership?
- 3) Which of the issues above have been addressed by the 2 partners so far? How were they addressed?
- 4) Which issues have not been addressed? Why? (Probe for as many reasons as possible)
- 5) What has this partnership achieved for your organisation? (Probe for multiple responses).
- 6) How has the partnership been affected by the issues raised above?
- 7) Are there any other comments you would like to make related to our discussion?.....

Thank you very much for your time.