

<i>Challenges</i>	<i>Individual change (managers)</i>	<i>Organizational/societal change</i>
<ul style="list-style-type: none"> • Pressure from donors to spend allocated funds and settle for short-term results, bypassing the slower process needed for full country consultation, engagement, and participation 	<ul style="list-style-type: none"> • Focus on moving the agenda forward • Advocate for consultation, engagement and participation • Identify stakeholders and their needs • Seek contact with representatives of minority groups to understand their perspective • Negotiate with own power structure about required changes in internal processes 	<ul style="list-style-type: none"> • Review control and oversight procedures • Spell out mutual expectations in documents and conversations • Streamline reporting procedures • Change incentives and reward systems to reflect the Aid Effectiveness Principles
<ul style="list-style-type: none"> • Cumbersome donor reporting requirements that are not aligned with existing management information systems 	<ul style="list-style-type: none"> • Look for possibilities rather than obstacles • Learn about the requirements as much as you can, trying to understand where they come from and whether they can be re-negotiated • Look for commonalities, quick wins 	<ul style="list-style-type: none"> • Streamline reporting requirements to better match host country reporting systems
<ul style="list-style-type: none"> • Unsustainable projects, not scalable pilots 	<ul style="list-style-type: none"> • Question sustainability from the start • Explore options for integrating interventions into existing programs 	<ul style="list-style-type: none"> • Require sustainability analyses as part of the design work
<ul style="list-style-type: none"> • Lack of capacity—in numbers and/or skills—to carry out development programs started with donor funding 	<ul style="list-style-type: none"> • Practice due diligence to make sure the capacity is there or can be developed 	<ul style="list-style-type: none"> • Require capacity assessments and analyses as part of design work
<ul style="list-style-type: none"> • Mistrust between governments and civil society organizations (CSOs), with mutual accusations of non-transparency and non-accountability • Mistrust due to concerns about proper use of funds 	<ul style="list-style-type: none"> • Model transparency in all transactions • Invest in building relationships • Build trust • Learn collaborative skills such as facilitation and consultation skills • Focus on asking questions rather than presenting answers • Be accountable 	<ul style="list-style-type: none"> • Create opportunities for face to face conversations to discuss concerns and make good on or follow up on promises • Adjust planning and budgeting cycles • Look for bridging arrangement if alignment is not possible in the short term • Attach consequences to improper use of funds
<ul style="list-style-type: none"> • Government and donor planning and budgeting cycles not aligned 	<ul style="list-style-type: none"> • Study consequences of non- alignment • Advocate using evidence that goals cannot be met 	<ul style="list-style-type: none"> • Negotiate for controls that are acceptable to both parties
<ul style="list-style-type: none"> • Support of local NGOs or contracting/consulting firms whose agendas are not in line with national development goals 	<ul style="list-style-type: none"> • Conduct due diligence before signing contracts • Involve government counterparts 	<ul style="list-style-type: none"> • Look for alignment of goals and if there is no alignment, see if it is possible or look elsewhere
<ul style="list-style-type: none"> • “Donor overcrowding” and fragmented—or even competing—donor efforts in a country 	<ul style="list-style-type: none"> • Advocate for donor coordination • Negotiate with key parties who can best contribute what to move towards the shared vision • Learn to facilitate rather than presenting expert opinion 	<ul style="list-style-type: none"> • Focus on shared vision • Articulate desired results • Negotiate contributions to achieve win-win outcomes