

# TIMELINE & TOOLS

in retrospect for replication

**Ongoing** | Balance between experimentation and structure. Tension between freedom and organisation

**Spring 2026** | Further development of programming and usage. Adjusting activities based on experience and needs

**2026** | Initial insights into operations and financial realities. Actual costs and revenues become apparent

Cultuur & Campus Pilot location Putselaan. Practical checklists for multi-party community projects. If you want to learn more about the do's and don'ts, please come talk to us. Or consult: [www.putselaan.nl](http://www.putselaan.nl)



**2026** | Consolidation of management and organisation. Clarification of roles, responsibilities and processes

**Autumn 2025** | Initial programming and activities. Launch of activities by various partners and creators. Striking a balance between planned and spontaneous activities

**Autumn 2025 – spring 2026** | Collaboration in practice. Partners working together in a single building. Differences in pace, culture and expectations become apparent

**Autumn 2025** | Initial experiences with shared use of spaces. Practical issues regarding planning, management and ownership

**Spring 2026** | Initial feedback from the neighbourhood and users. Reactions from residents, visitors and partners. Reassess agreements where necessary. Evaluation of collaboration, usage and organisation

**Autumn 2025 and spring 2026** | Fittings to the premises (CCTV, Wi-Fi, AV installation, key system)

## 4. OPERATIONAL PHASE

**Autumn 2025** | Amendment of the lease agreements and a cooperation agreement

**Spring 2025** | Appointment of management, contracts with security and suppliers

**Winter 2025** | Significant increase in the budget as it now includes operational costs in addition to the building itself

**Summer 2023 – summer 2025** | Pilot programming at various locations in the neighbourhood, such as Issue Wrestling, Bloemhof Festivals, Neighbourhood walks, a Campus Studio Programme and Makers-weeks. Students engaging in research for the project, integration of NEB values in curricula and research

**June 2023** | SC&CP joined Bloemhof Festival, which marked the kick-off of projects

**September 2025** | Opening of Cultuur & Campus Putselaan

**Spring 2025** | 'Aim Higher, Build Stronger' master plan, including a multi-year budget for 2025 to 2032 and a funding plan based on an allocation formula

**Spring and summer 2024** | Design competitions with students and input from residents for the interior design of the building and the garden

**Spring 2024** | Contract awarded to the contractor for the renovation

**Spring 2024 – summer 2025** | Extensive refurbishment of the building

## 3. IMPLEMENTATION PHASE

**Autumn 2023** | Tendering for the structural and building services works

**Winter and spring 2023** | Needs assessment in the surrounding neighbourhoods

**October 2022** | Project starts, Grant agreement is enacted

**October 2022** | Consortium agreement Cultuur & Campus Putselaan

**Autumn 2024** | Pause in the development of the major Culture & Campus

**2022** | Identification of a potential site at Doklaan

**Autumn 2023** | Submission of application for planning permission

**Spring and summer 2023** | Preliminary design and then final design

**Winter 2023** | Signing of lease agreements and consultation on programme of requirements for the regeneration

**May 2022 – august 2022** | Setting up the project team

**May 2022** | Award of the NEB grant

**March 2022** | The city council commissions the regeneration of the school building

## 2. PREPARATORY PHASE

**December 2021** | Letter of intent regarding the merger of arts education in Rotterdam

**September 2021** | NEB call. Opportunity to launch a Culture & Campus pilot and regenerate a building for this purpose

**2020** | Rotterdam Culture Campus Covenant for the realisation of a Culture Campus

**November 2017** | "Rotterdam Connected – Manifesto for culture in South" call from Rotterdam's cultural and educational organisations for a cultural studies institute in Rotterdam-South

**2015** | Increasing collaboration between institutes of higher education

**January 2022** | EU NEB-grant application uploaded

**November 2021** | Search for a suitable pilot location leads to St. Louis School

**June 2021** | 'Mosaic on the Maas – Culture Campus'. Research into potential locations for a culture campus

**May 2021** | Advance notice of NEB call

**March 2020** | Feasibility study for a national cultural studies institute on the southbank

**June 2016** | Parliament calls for a study into the possibility of an ambitious cultural institute on the southbank



Funded by the European Union

## 1. EXPLORATORY PHASE



# HOW DO YOU DELIVER A SUITABLE BUILDING?

C&CP is housed in a former school building dating from 1929. The building is a listed municipal monument covering 1,250 m<sup>2</sup>. Prior to the start of the New European Bauhaus project, it was in poor condition and did not meet modern requirements for sustainability and accessibility. The renovation was therefore extensive and costly. The renovation enhanced the heritage value of the monument, whilst also modernising it to contemporary standards. The local council owns the building.

## Tips:

1. For the site survey, draw up a list of requirements that a building must meet based on considerations including: What functions must it serve, what do your users need from the building, how many users do you expect, and how is usage distributed throughout the day and week? This will give an indication of the floor area required. For users coming from elsewhere in the city, accessibility by public transport is important. For residents, it is important that the building is welcoming. For an educational institution, it is important that the property can meet the relevant legal requirements.
2. The timeline for selecting a building or site is often very limited in these kinds of projects. Therefore it is very beneficial to have a shortlist of potential sites or buildings. If one or more of the project partners already own potential buildings or sites.
3. Ensure you can commit to a site in the long term. Private property owners often prefer to let on a temporary basis, while investing sustainably in a neighbourhood requires a longer-term commitment. The local council is usually the only party willing to deliver against the market trend.
4. Renovations bring surprises, especially when dealing with a listed building. Do not underestimate this. Also engage an architect who has close and direct links with the council's heritage department. For listed buildings, include a generous contingency in the budget.
5. If you want to run community activities on site, ensure you have a fully equipped kitchen. Cooking together brings people and cultures together.
6. Make clear upfront agreements regarding the division of responsibilities between the property owner and the tenants with regard to the renovation (painting, flooring, internet, cameras, etc.). Describe this demarcation line down to the smallest conceivable detail.
7. Ensure small and big decisions are anchored in co-creation among stakeholders and tenants (such as finalising the requirements specification, the final design, the tenancy agreements and applying for planning permission). Developing shared stewardship and trust requires full commitment and time. Co-creation is a suitable approach for this. Take your time for this; it will pay off later.
8. Communicate with the neighbourhood about what is going to happen before the renovation begins. You can work with a number of active local residents to adapt an official letter into one that better reflects their perspective. It's not simple, but it should be clear and contain the information people want to know.

# HOW TO CREATE A NEEDS ASSESSMENT?

The purpose of an area needs assessment is to provide a thorough overview of the present day and future requirements of that area in relation to the development of the Culture&Campus Putseleen hub. This can be done, by critically assessing, comparing and contrasting diverse information (from official data to academic and policy-led studies to experiential knowledge of people living and working in the area). There are a number of steps in carrying out a needs assessment according to a New European Bauhaus ethos.

## 1. Map stakeholders and existing initiatives.

Gain a good understanding and sense of existing community, ecological, cultural and artistic initiatives in the area. Be aware that not all initiatives will be easily found through mainstream communication channels, reports, studies or statistics. Moreover, some initiatives might be short lived, while others are more enduring – which can mean that the mapping process is never completed nor comprehensive. Capturing the variety, complexity and resilience of these initiatives takes time and requires a deep and sustained engagement with the neighbourhood, through proximity, informality and trust. This also invites us to view our mapping as a participatory ‘living inventory’ that should be updated in partnership with the community. C&CP published its mapping results on an online platform, inviting new contributions and additions over time.

## 2. Gather secondary data, existing reports and findings from others

Existing policy reports, academic research and statistics from a variety of sources ( local statistics offices, municipality, research institutes) offer multiple and longitudinal perspectives on the area. Evaluating existing sources is an important starting point to review socio-demographic trends, cultural, economic and environmental statistics, opportunities, perceived challenges and solutions. However, reports and the framing within them can be perceived and experienced as stigmatising, reinforcing negative images of the area. A critical reading of and joint reflection on policy documents in partnership with residents is needed. Finally, placing our experience within the context of similar initiatives in other settings can also provide key insights. We further researched initiatives combining the arts, culture, sustainability and inclusivity in other countries to gather inspiration for C&CP programming.

## 3. Being in and listening to the Neighbourhood

Beyond the review of secondary sources, listening to daily experiences of life in the neighbourhood is fundamental. Conducting interviews and focus groups with a variety of stakeholders, including residents, policy makers, social workers and creative professionals active in the surrounding area. Moreover, to ensure the validity of the empirical assessment, it is important to submit the research findings for review by key stakeholders and residents of the neighbourhood who can thus verify the accuracy of our analysis and data. The insights from this initial round of data collection help us to develop an initial picture of the views and expectations of residents and stakeholders regarding the C&CP hub and its development.

For a more detailed description  
of the process and the results:



# HOW DO YOU CONDUCT RESEARCH WITH THE NEIGHBOURHOOD?

There is growing discussion and critical awareness of research practices that do not lead to positive outcomes but are experienced by residents as exploitative (Oostveen 2024). In response to these practices, C&CP consortium partner Afrikaanderwijk Cooperative established a research consultancy that promotes greater equity and mutuality in research (Dam, 2025). In line with these developments, C&CP's research agenda (Michael et al., 2025) was developed in consultation with its local stakeholder group and focused on the following aspects:

- 1.** Building sustainable relationships. This involves a vision for a long-term commitment to the (research) project, as well as working towards a sustainable form of organisation, if that is desired by the participants in the process.
- 2.** Committing to taking time to build relationships and trust within the diverse communities in the neighbourhood of C&CP.
- 3.** Genuine neighbourhood involvement requires a serious and as equitable as possible partnership between institutions and local communities. We strive for reciprocity and collaboration, in line with the ethics of community-based participatory research (Eikeland, 2006). Furthermore, we it is worth exploring how the research can serve as a source of skills and capacity development, for instance through training opportunities (see Hacker, 2013).
- 4.** Compensation and recognition. People participating in co-creation need to be recognised and compensated for their contribution.

See also:



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# WHAT AGREEMENTS SHOULD YOU MAKE REGARDING YOUR CONSORTIUM?



As soon as funding is confirmed: start drafting a consortium agreement. The European Commission's [DESCA model](#) is a good starting point and essentially covers all the legal aspects you'll want to have properly established before you begin work. In principle, this agreement applies to all partners who make a substantial contribution to the project or will receive project funding for their involvement.



## 1. Pay attention to agreements about:

- Liability
- Governance structure
- Financial arrangements
- Intellectual property rights and use of background information (where applicable)
- Results and rights of use
  - Please note: the people who review and sign this on behalf of each partner (legal counsel and/or business manager) are often not the people who have to comply with the rules. It is important to go through this document with your operational team as well, so that everyone is aware of the agreements made.

## 2. Before your project begins, as the lead partner, ensure that:

- It is clear what you, as the lead partner, expect from your partners and what they, in turn, can expect from you
- Who is the project manager and what is his or her remit? All partners in the project must agree to this and adhere to it during the project's implementation.
- What is your procedure for escalating issues if the project needs to be adjusted (in terms of content or finances) or if problems arise? > Also include this in the governance structure within the consortium agreement.
- Who do you need within your own organisation to ensure the project runs smoothly (e.g. legal advisor, data manager, privacy officer, communications advisor)? Make sure you know who these people are and that they also have their manager's permission to work on the project.

## 3. Before your project begins, meet the implementation team and discuss:

- How will the team members work together? In person and online?
- Roles and division of tasks: who is responsible for what? (Even when there is a change of team members within an organisation, it is the responsibility of that organisation to ensure a proper and complete handover of tasks and responsibilities).
- What is the project timeline? Does this still suit everyone? Might adjustments need to be made?
- How do communication channels work?
  - Record this in a document and store it in an (online) location that everyone can access at all times.

# WHAT AGREEMENTS SHOULD YOU MAKE REGARDING YOUR CONSORTIUM?



4. Before the start or shortly after the start of your project, ensure that your communication plan can be set up and implemented quickly.
  - In principle, the plan includes: logo and visual identity, communication channels and a content calendar for the first 6 months. This can then be further developed for the duration of the project, but at least you have a starting point.
  - A partner must be involved who can take charge of communications and is trained to do so.
  - Clear agreements must be made between the communications managers and the other partners regarding what is expected in terms of content delivery and how partners keep each other informed about events attended and the like where the project is mentioned.
5. Before the start or shortly after the start of your project, ensure that a clear data management plan is drawn up and can be implemented. Consider the following:
  - Which (research) data is generated by which partner? Where is this stored? Who has access?
  - Who needs to work with which data?
  - Where are the dependencies between partners (i.e. if one partner needs to collect data that another partner then needs to use; in that case, also consider data-sharing agreements).
  - If you are working with respondents:
    - Is there an informed consent form?
    - How do you safeguard respondents' privacy and sensitive data?
    - What administrative data does the project keep? Where is this stored? Who has access?
    - Where will everything be published and archived once the project has finished?

# HOW DO YOU ORGANISE THE TEAM EFFECTIVELY?

C&CP is a collaboration between four primary partners and secondary partners who have contributed to the programming and design. The composition and size of the project team will change during the project. That is why it is particularly important to establish a stable core team. This stable core forms the institutional memory of the project.

1. Identify the different phases of the project and adapt the composition of your project team accordingly for each phase. Clearly mark the transition from one phase to the next so that everyone understands why the rules are changing.
2. The role of the project leader is crucial because, as the leader of the core team, they are the constant factor and part of the institutional memory.
3. Give the project leader the mandate required for each phase. Without a mandate, the project leader cannot lead. In addition to a formal mandate, it is essential that the directors of the institutional partners also confirm this mandate to the project team members of their own organisation. This means that they back the project leader if their own organisations' staff do not deliver as agreed upon.
4. The team's effectiveness and freedom of action are enhanced when it is an integrated and dedicated team, with the highest level of loyalty to the team and the project rather than to each partner organisation.
5. As partners, be critical of the individuals that the participating organisations make available for the project team. It is not just about expertise but also about attitude, availability and commitment to the project.
6. A project with a building based on a community-based approach requires additional skills and a different attitude to that of the traditional civil servant or academic. Social skills such as networking, curiosity, listening and a proactive approach are essential. Project team members need to have a societally engaged and sometimes even activist attitude. Select team members with these qualities.
7. In the NEB grant, the budget is divided into work packages, for which one of the organisations bears final responsibility. This is thus distributed among the organisations. This may seem self-evident and clear, but it makes managing a single budget too complex and time consuming. The alternative is to appoint one partner as treasurer and only allocate the budgets for staff deployment to the partners.
8. Good project management requires effective project sponsorship. Projects with multiple owners have a collective commissioning body. Ensure clarity of roles and a clear understanding of responsibilities within the collective commissioning body. Also ensure good support in the decision-making processes.

# HOW DO YOU MANAGE THE LONG-TERM FINANCES?

It is certainly important, particularly for long-term projects with multiple partners, to make clear financial arrangements.

1. Ensure that commitment to the project is strongly endorsed at a high level within each partner organisation. All decisions with financial implications must be taken by authorised directors.
2. One of the decisions must be that no party can unilaterally withdraw from the project without consequences. Ensure this is also reflected in the lease agreement. Secure a lease agreement with a long term for a sustainable project.
3. Use a multi-year budget to make long term financial commitments predictable. Include an annual inflation adjustment. As you do not know what setbacks or opportunities may arise in the coming years, include a generous contingency fund. You can agree that this may only be drawn upon following an explicit decision by the commissioning parties. This ensures that the partner organisations remain in control.
4. For a project in which many local residents and other unpaid individuals contribute their efforts, set aside a generous budget to cover their time and expenses. You cannot strive for equality by paying yourself whilst failing to pay non-professional stakeholders, such as local residents, for their time and effort. Bear in mind that this point is particularly relevant in neighbourhoods where people have limited resources.
5. Draw up a funding plan that is independent of uncertain future income. You cannot predict which third parties will contribute in the future (grants, sponsorship, venue hire). Partners can demonstrate their long-term commitment by providing a guarantee to cover the budget, whereby the actual contribution is reduced if third parties contribute or other sources of income arise. The partners budget on the basis of the guarantee (i.e. the maximum contribution).
6. Draw up a allocation key for that guarantee among the partners. A fair starting point is for each partner to pay an equal share. If parties differ in size, financial capacity or their stake in the project, a different distribution formula may actually be fairer.
7. Do not expect to balance the budget solely through catering operations. In many premises with a social function, catering revenue falls short of expectations, whilst catering does require investment.
8. Ensure that one party or a third party acts as treasurer. This person manages the finances, the financial administration and acts as the designated contact for grant applications. Set aside a sum in the budget for these services and accounting fees.
9. Check the checklist.

## Checklist for a sound budget

Rent

Insurance

Security cameras and monitoring them.

Service charges (copier maintenance, etc.)

Security / host: particularly in the evenings and at weekends.

AV equipment and maintenance

Kitchen and catering

Venue hire, including the organisation of this.

Programming

Contingency fund for unforeseen and incidental expenses

Staff deployment from the neighbourhood

Management support

# HOW DO YOU CO-CREATE?

The partners of C&CP have access to a range of roadmaps, toolkits and step-by-step frameworks for participation in urban projects. These tend to be strongly oriented towards physical developments – buildings, public spaces – and typically start based on a concrete design. Participation, used more commonly than co-creation, takes shape within the framework of these plans through information sessions and resident involvement throughout the process. With co-creation in Culture&Campus, we deliberately explored a different route. Rather than starting from a design, we began with a question. Not conceiving on behalf of the neighbourhood but discovering together. We connected with existing initiatives that were already making an impact, strengthened them, and jointly explored what shared ownership might mean. Not only for the place itself, but above all for the programme and for sustained, long-term engagement.

## 1. Check your starting point:

Don't start with a plan, but with a question. Many roadmaps, toolkits and step-by-step plans for participation start from a concrete plan. Participation then mainly consists of information sessions. True co-creation starts by defining shared goals and objectives in open dialogue.

## 2. Ensure certainty regarding the follow-up:

Ask people to contribute ideas, help produce outcomes or take part in decision-making only once you have some certainty about the next steps. You don't need to know exactly what will happen (outcomes). Most residents understand this, but at least outline the process and what decision moments are coming up.

## 3. Choose an appropriate methodology and tools:

Many co-creation toolkits have been developed. For example [EHHUR](#), also a NEB Lighthouse Demonstrator Project, developed a comprehensive and up to date catalogue with engagement tools and co-design models that are aligned with the NEB-values: [EHHUR catalogue](#). For more information on the co-creation process of C&CP and our learnings, see our online repository: [Co-Creation at Cultuur&Campus Putselaan: a MOOC and Online Repository – Putselaan](#).

## 4. Focus on the soft factors:

The key to genuine co-creation often lies not in the process itself, but in the way we shape the process. 'Soft factors' prove decisive: the language we use, our attitude as an organisation, the degree of equality we dare to allow, and the trust we build and maintain. It is precisely these elements that determine whether participation remains a formality or develops into shared ownership and sustainable collaboration.

## 5. Follow the checklist!



# LONG-TERM AGREEMENTS: SECURING AND SUSTAINING PROJECTS



“Every fairy tale comes to an end sooner or later, and so do NEB projects.” Guaranteeing the continuity of the project requires making new and long-term agreements. It is also the moment to reassess whether you wish to change the direction of the project. This takes time, so start early.

- 1.** Start making a new partnership agreement a year before the NEB grant expires. Begin by redefining your direction. Does the vision still hold true? Does our role in relation to the neighbourhood or city still make sense? Once you have defined the objective and the vision with your partners, outline an ideal model for the governance structure. Also determine which legal form is appropriate for the vision.
- 2.** A number of matters have already been arranged in the Consortium Agreement (DESCA) and the Grant Agreement and will remain in force after the NEB grant project has ended. So read these clauses carefully!
- 3.** Engage the right expertise when drawing up the cooperation agreement. Legal expertise can be costly, but it ensures the process runs more smoothly, saving you time. You will need a solicitor with the right expertise early on in the process.
- 4.** Take your time with the legal process. Start this at the end of the exploratory phase.
- 5.** For drawing up a cooperation agreement, set up a sub-team led by a process supervisor or facilitator, and including a solicitor and a project team member. They will shape the process from a neutral yet engaged position. From this position, they can involve the stakeholders, partner organisations and their in-house legal experts. This ensures clarity of roles and allows the in-house lawyers to safeguard their own organisation’s interests.
- 6.** Do not immediately set up complex legal structures, but start, if the context allows, with a cooperation agreement. It is easier to build more complex structures after evaluation than to dismantle them.
- 7.** Always bear in mind that a legal document is no substitute for mutual trust and good relations between the partners. It is important to formally record agreements, but if trust is lacking, legal documents are no solution!

# EQUAL PARTICIPATION

## 7 PRACTICAL BLOCKS + CROSS-CUTTING LESSONS

### 1. Start by framing the question together

#### Attitude

Be curious, exploratory, and willing not to know. You are here to learn, not simply to extract.

#### Language

- “What do you see that we do not see?”
- “What is already working well here that we should strengthen?”
- Avoid policy jargon; use everyday language.

#### Promise

- “We will decide together what the problem actually is.”
- “Nothing has been fixed yet.”

#### What could go wrong

- False openness: a plan is secretly already in place.
- Questions are too abstract, so people disengage.

#### Systems change

Defining the problem becomes shared ownership, which changes how policy is developed in future: more bottom-up.

### 2. Invest in trust before participation

#### Attitude

Be present, humble and dependable. You are not only there to take something away, but also to bring something back.

#### Language

- “We are here regularly, even when there is no active project.”
- “What do you need in order to take part?”

#### Promise

- “We will be consistently present.”
- “We will be honest about what we cannot deliver.”

#### What could go wrong

- Moving too quickly to “collecting input”.
- Using trust instrumentally rather than genuinely.

#### Systems change

Relationship-based working becomes the norm: less project-driven and more rooted in long-term involvement.

### 3. Representation is never automatic

#### Attitude

Be active, inclusive and fair. Take responsibility for reaching people who are not yet in the room.

#### Language

- “Who is still missing here?”
- “How can we make it easier for people to join in?”

#### Promise

- “We will go to people, rather than expecting people to come to us.”
- “We value everyone’s contribution, including financially where appropriate.”

#### What could go wrong

- Overburdening key community figures.
- Tokenism: one person is treated as the representative of a whole group.

#### Systems change

Different forms of participation become legitimate, including street conversations and informal settings.

### 4. Make expectations explicit

#### Attitude

Be transparent and honest, even when that creates tension.

#### Language

- “You can influence this part...”
- “This has already been decided because...”
- Use a participation ladder if helpful, but explain it in plain language.

#### Promise

- “We will do what we say, and say what we do.”

#### What could go wrong

- Lack of clarity leads to frustration.
- Explanations become too technical, so people feel excluded.

#### Systems change

Clearer roles and boundaries reduce distrust towards public authorities.

# EQUAL PARTICIPATION

## 7 PRACTICAL BLOCKS + CROSS-CUTTING LESSONS

### 5. Turn input into visible impact

#### Attitude

Be responsive and action-oriented.

#### Language

- “This is what we heard from you – and this is what we did with it.”
- “This is what we could not do, and here is why.”

#### Promise

- “Your input will not disappear into a drawer.”

#### What could go wrong

- Waiting too long, causing energy to fade.
- Only showing major outcomes and ignoring smaller steps forward.

#### Systems change

Feedback loops become standard practice, making policy more adaptive and more capable of learning.

### 6. Co-creation does not stop after design

#### Attitude

Think long term and work from shared ownership.

#### Language

- “How would you like to use and look after this place?”
- “What do you need to sustain this over time?”

#### Promise

- “You will remain involved after delivery.”

#### What could go wrong

- Handover without support.
- Unequal burdens, where residents end up doing everything.

#### Systems change

The shift is from project thinking to ecosystem thinking: stewardship, use and ownership all matter.

### 7. Civil servants need to learn to work differently

#### Attitude

Be reflective, flexible and willing to learn.

#### Language

- Internally: “We do not know exactly yet.”
- Externally: “We are learning together with you.”

#### Promise

- “We will adapt our way of working when needed.”

#### What could go wrong

- Falling back into control, procedures and routine.
- Organisational anxiety about uncertainty.

#### Systems change

Different capabilities become more important: facilitating, listening and dealing with conflict.

### Cross-cutting lessons: what makes participation equal and fair?

#### Language

- Use language that is clear, concrete and free from jargon or acronyms.
- Use multiple languages where needed; keep Dutch as the working language even when the project has European reach or funding.
- Work visually: record the process through video or photography and share it back with people.

#### Recognition

- Acknowledge the time and knowledge of residents, for example through payment, food or childcare.
- Do not just “hear” people; recognise their contribution openly.
- Budget more time and money for this work. Trust is not built in a single day, and it is not a box-ticking exercise.

#### Sharing power and building common ground

- Stay open to organic growth and forms of organising that differ from the institution’s usual way of working. Do not judge too quickly.
- Do not over-frame everything, but do set expectations early by explaining complex systems such as invoicing, branding requirements and other practical constraints.
- At leadership level, put common ground first. Give policy teams and delivery teams the trust and freedom to organise things differently within legal and regulatory boundaries, with visible backing from decision-makers.
- Where possible, create a shared entity or a strong joint identity for institutional partners so that collaboration does not keep slipping back into each organisation’s own priorities.