



PARTNERSHIP 101

An introduction to effective partnering
for sustainable development

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INTRODUCTIONS

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the partnering initiative The Partnering Initiative

Founded in 2003, the Partnering Initiative aims to:

- push the boundaries on the theory and practice of cross-sector partnerships and the partnering process;
- create, gather, generate and disseminate cutting-edge knowledge on partnering;
- provide a global 'hub' offering practical support, expertise and information on partnering;
- provide direct support (e.g. partnership awareness raising and training, review and evaluations, case studies, brokering, problem solving) and build the capacity of organisations from all sectors in their partnership work.



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the partnering initiative Mission of The Partnering Initiative

*Developing the 'art' and 'science'
of cross-sector partnerships for
sustainable development*

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Partnering as an 'Art' requires:

- Insight / imagination / feeling
- Vision (of the future)
- People skills
- Active listening
- Personal engagement




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Partnering as a 'Science' requires:

- Knowledge / analysis / thinking
- Understanding (of the past)
- Admin/management skills
- Precise speaking
- Professional detachment



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Partnering with Governments

- Public/private partnership
- Build capacity of governments to partner more effectively with the private sector
- Multiple levels – legislative framework, awareness-raising, partnership skills training
- Focus on Africa



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GETTING STARTED

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Workshop Objectives

To provide an introduction to effective cross-sector partnerships for sustainable development

- Understand the Partnering Cycle - a framework for analysing partnerships
- Appreciate the processes necessary for robust and successful partnerships
- Recognize some of the skills required in effective partnering

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EXPLORING THE CONTEXT

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the partnering initiative Global Context

- ➔ Web of interconnections between government, business and civil society...
- ➔ The world has 'become too complex and interdependent for any one institution or sector to effectively respond to today's business or wider challenges and opportunities'
- ➔ No one sector on its own has simultaneously the mandate and resources to tackle some of the most difficult societal issues.

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the partnering initiative Global Context

- ➔ Broadening of the range of institutions and people are seen – and see themselves – as having a legitimate role and responsibility for sustainable development.
- ➔ The rise of multi-sector partnerships reflects the growing appreciation of the need for – and the opportunities that can be brought – by collaborative action
- ➔ And it reflects an understanding of the benefits of, and the risks of not, involving a broad range of different stakeholder groups in development projects.

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the partnering initiative Overlap of interests

Sound economy
Healthy, educated people
Peace
Political stability
Healthy environment
Active civil society
Accountable government
Rule of law

BUSINESS

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the partnering initiative Trends in NGO/Corporate Engagement

GREENPEACE INFLATABLE ENDS PATROL BOAT, BREWY FIELD, NORTH SEA. PHOTO © SIMS. GREENPEACE

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GREENPEACE INTERNATIONAL

Traditional adversaries call for action on climate change

28 August 2002

JOHANNESBURG, South Africa — Greenpeace and industry coalition World Business Council for Sustainable Development (WBCSD) were fighting like cats and dogs... 28 August 2002

Left: Charles C. Nicholson, Group Senior Advisor BP. Middle: Achim Steiner, Director general of the IGC. Right: Rana Parmentier, Political.

Environmentals want it for the planet. Business wants a level playing field that avoids the confusion of differing national implementations, and both want governments to do.

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the partnering initiative Towards partnerships

"We need to build a true development coalition in which all the actors play mutually supportive roles - governments, public development agencies, the private sector, civil society organizations and labour unions."

Former UN Secretary-General Kofi Annan

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2002: World Summit on Sustainable Development

- ➔ KEY OUTCOME: Partnerships for sustainable development – voluntary, multi-stakeholder initiatives aimed at implementing sustainable development;
- ➔ 300+ 'type II' partnerships launched BUT almost no private sector engagement;
- ➔ Simultaneously, private sector showcased 300+ partnerships involving business.

WHAT IS A PARTNERSHIP?

What is a 'Partnership'?

Sponsorship Agreement? A Network? Donor & Recipient?

Contractor & Contractee? A Membership Organisation? A Joint Project?

What is a 'Partnership'?



What is a 'Partnership'?

- What is it about a relationship which makes it a 'partnership'?
- What are the key characteristics of a 'good' partnership?

What is 'partnership'?

An association between people in business where the risks and benefits are shared

A relationship between people (as in marriage, games-playing and dancing)

Source: OXFORD ENGLISH DICTIONARY

A working definition:

- ➔ Strategic alliance among parties from different sectors of society (e.g. public, private, civil society, academia, media)
- ➔ Combining resources and competencies
- ➔ Sharing benefits and risks
- ➔ Working towards achieving common/complementary objectives

An alternative definition:

Our experience suggests that a cross-sector collaboration can be called a partnership when:

- Enough people recognise it as an appropriate description of their working relationship
- Those centrally involved are willing to define themselves as partners and
- Partners continue to accept each others' legitimacy.

Source: BUSINESS PARTNERSHIPS FOR DEVELOPMENT, 1999

WHY PARTNER?

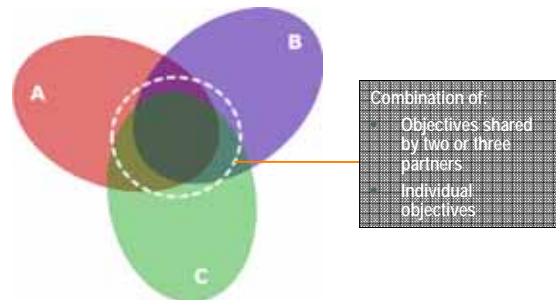
Why 'partner'?

- Because it is clear that sustainable development goals cannot be achieved effectively (at all?) in any other way...
- ...and because you believe that by working cross-sectorally it should be possible to achieve greater innovation, impact, scale, reform and / or sustainability

When is partnership appropriate?

- When action by other stakeholders is required
- When influencing the behaviour of different constituencies is important
- When no single organisation has the resources, competencies and / or mandate to act alone
- When it would avoid duplication of effort by different organisations
- When all partners get their own wide objectives met more effectively than working alone

Shared and individual objectives



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Why partner: CIVIL SOCIETY

- ➔ Access to additional resources – financial, technical and management;
- ➔ Ensure constituency needs and concerns are represented;
- ➔ Influence the behaviour of others be a 'force for good'
- ➔ Opportunity to influence policy;

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Why partner: GOVERNMENT / UN

- ➔ Multiply the impact of its available resources;
- ➔ Bring in expertise and leverage other competencies;
- ➔ Utilize the power and reach of other sectors
- ➔ Promote greater accountability

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Why partner: BUSINESS

- ➔ Improving operational efficiency
- ➔ Increase standards/reliability in the supply chain
- ➔ Employee motivation / loyalty / productivity
- ➔ Strengthening 'license to operate'
- ➔ Strengthening corporate brand / reputation
- ➔ Market development; attracting investment
- ➔ Protecting resource base of raw materials
- ➔ Mitigation of risk
- ➔ Access to 'insider' knowledge

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TYPE II PARTNERSHIPS

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Types of Partnership

Advocacy (Systems) Framework/Coordination Facilitation Capacity Building

Consultation Information Exchange Research Advocacy (Behaviours) Ground-Level Implementation

Longer term impact Clear, direct, measurable benefits

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Remember

Every partnership **project** is unique because partnerships are always context-specific*

But principles and processes of **partnering** are truly global and transferable

* See next slide

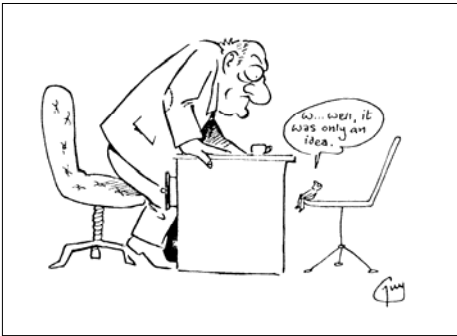
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By 'context' we mean:

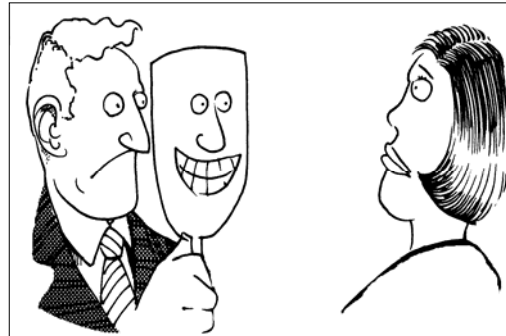
- Local / national social / political / economic situation
- Degree of stability / level of conflict
- Relationship histories / sector 'track records'
- Pressure from non-partners (e.g. external donors)
- Existence of an 'enabling environment'
- Availability of partnering competencies / capacities / experience
- Urgency of need

CORE PRINCIPLES OF PARTNERING

Core Partnering Principles: Equity



Core Partnering Principles: Transparency



Core Partnering Principles: Mutual Benefit



Core Partnering Principles

- ➔ Equity because it leads to MUTUAL RESPECT
- ➔ Transparency because it leads to TRUST
- ➔ Mutual benefit because it leads to SUSTAINABILITY

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Are the differences surmountable?

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RISKS AND BENEFITS

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Potential risks (for all partners)

- Loss of autonomy
- Conflicts of interest
- Drain on resources
- Time investment in partnership-building
- Implementation challenges
- Negative reputation impact

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Potential benefits (for all partners)

- Development of human capital
- Better access to information
- Improved operational efficiency
- More effective products and services
- Organisation / system innovation
- Enhanced reputation and credibility
- Increased access to resources

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'Benefits' of cross-sector partnership

The diagram illustrates the flow of benefits from a partnership. It starts with 'Intrinsic Benefit' (Combined resources for implementation, Resources used by partnership, transaction costs) leading to an 'ISSUE'. This leads to 'Potential Added Value' (Suitability, Innovation quality, Sustainability, Likelihood of implementation, Legitimacy). From 'Potential Added Value', the flow goes to three categories of benefits: 'Achieved Project Objectives', 'Objectives Exclusive to Each Partner', and 'Ancillary Benefits' (Attitude change, Networking, Technology transfer, Human capital, Social capital, Spin-off partnerships).

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SUCCESSFUL PARTNERING

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To be a good partner you need:

- ➔ A different mind-set and skill-set
- ➔ Patience and perseverance
- ➔ Willingness to take some 'risks'
- ➔ Constant attention to the relationship (as well as the project)
- ➔ Warm engagement
- ➔ Cool detachment
- ➔ Flexibility
- ➔ A supportive line manager!

What makes for a successful partnership?

- Partnering process is well understood with good partnering behaviour
- Partnership is well managed
- Partnership is outcome and output oriented
- Partners are achieving their individual goals as well as shared goals
- Partners have a respected voice at the table
- Both the project and the partnership get attention
- Enough (and not too much) time is given to partnership-building

Requirement for successful partnerships

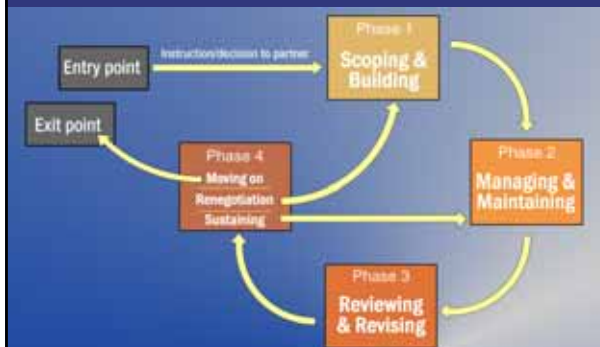
- Solid base of institutional ownership, joint commitment and understanding
- Clear plan for achieving the goals
- Clear roles and responsibilities
- Sufficient resources committed from all partners
- Appropriate level of formality
- Good 'leadership'
- Clear and enforceable lines of accountability
- Partners communicate in productive and supportive ways
- Appropriate indicators to monitor and improve the success and progress of the partnership

Major challenge to partnerships

Resources, resources,
resources

THE PARTNERING CYCLE

The Partnering Cycle





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What is a partnership 'broker'?

A partnership broker is a 'go-between' or intermediary between different (potential or actual) partners operating in an active rather than passive way.

He / she essentially performs a service by supporting and promoting a systematic partnering process and, as a result, a more effective and productive partnership

Adapted from: THE BROKERING GUIDEBOOK, 2005

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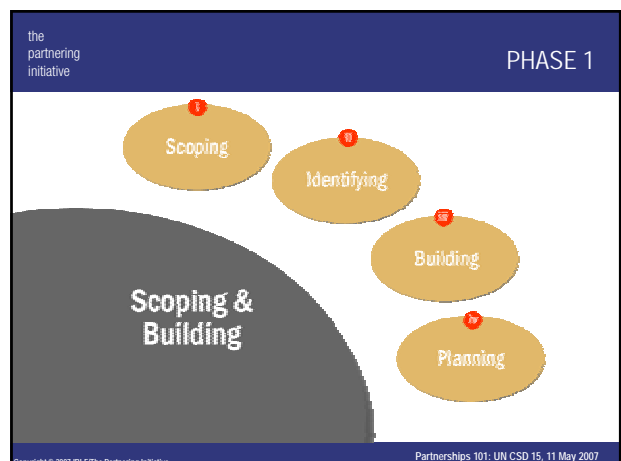
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Essential brokering skills:

MEDIATION	May be essential in 'pre-partnership' phase
NEGOTIATION	Building consensus from diverse underlying interests
FACILITATION	Managing the partnering process
SYNTHESIS	Interpreting and reporting effectively
MENTORING	Coaching / empowering others
MONITORING	Ensuring good governance and genuinely 'value added' activity

Source: THE BROKERING GUIDEBOOK, 2005

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PRE-PARTNERING

Scoping the issues

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Roles

- Understanding the perceived and underlying issues
- Ascertaining that partnership is the most appropriate mechanism (or not!)
- Identifying and consulting with stakeholders (both direct and potential external resource providers)
- Getting a good feel for potential partners (including potential donors)
- Forming an early vision of the partnership

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Researching the issue

- What are the key characteristics of the issue?
 - Who? What? Why?
- Who are the stakeholders?
- What are the drivers (social / economic / environmental / political)?
- What's been tried before, what are the obstacles and challenges?
- What can we learn from how this issue been tackled elsewhere?

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Considerations

- Are there non-partnering approaches to the problem?
- What are the relative costs / benefits of these?
- Would the 'value-added' of a partnership outweigh the transaction costs?
- Would your rationale for these decisions be convincing to other parties?

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Initial consultation with key stakeholders

- Consultation is an opportunity to:
 - Better understand the situation on the ground
 - Begin to build buy-in and ownership
 - Find out who else are 'players'
- Early meetings should be exploratory rather than presenting concrete proposals
- Explore the interests and capacities of the stakeholders
- Individual meetings or wide workshop?

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Consultation with potential external resource providers

Consultation to explore external funding or other support and begin to develop interest:

- Does the issue fit within any local/national government development plan?
- Is it an issue of particular interest to a UN Agency / major NGO / the wider business community?
- Other?

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IDENTIFYING AND ENGAGING PARTNERS

- Identifying and securing the involvement of partners and clarifying other non-partner roles
- Motivating partners to become actively engaged and encouraging them to invest time and effort into the partnership

- Ideas for possible partner organisations will likely come out of the stakeholder mapping exercise and consultations, and other connections.
- You will need to decide which organisations should be approached as partners and which non-partners could still be useful connections, supporters etc.

EXERCISE

Does the prospective partner have?...

- A good track record
- Good standing within their own sector
- Good standing with other sectors and key players
- Wide-ranging contacts they are willing to share
- Access to information/resources/experience
- Complementary skills/competencies
- Sound management and governance
- Financial stability and reliability
- Stable staff group
- Staff with experience in developing projects; mobilizing resources; good communicators/team players

Engaging partners

- Do your homework! Understand the interests and priorities of your prospective partner
- Try to get individuals personally engaged who will then act as 'champions' to their organisation
- Work with the individual to help make a clear business case for their involvement
- Don't expect or seek immediate complete buy-in – work in stages

Engaging partners

- Encourage small forms of commitment of resources to the partnership at the earliest stages e.g. a partner agrees to host the next meeting
- Try to have all partners have a task to complete before the next meeting (e.g. finding out some information)
- Offer to make a presentation within a partner organisation or arrange a site visit for an organisation's staff.

BUILDING RELATIONSHIPS & COMMITMENT

Roles

- Working with the partners to help build up a robust relationship
- Pushing partners to make more and more tangible commitments to the programme and each other
- Working towards an outline of the project's development, management and implementation

Partnership relationships



Building the relationship

- Constructive relationships are built where:
 - Partners feel confident with what they bring to the table
 - Partners are transparent and open about their motivation, needs and limitations
 - Partners are able to engage positively in discussions and feel their viewpoints are being respected
 - Partners are confident to bring up problems and difficulties

Building Relationships: Broker's roles

- Use every opportunity to help partners build their working relationships:
 - Make sure each partner has been able to present its 'credentials' to build respect
 - Encourage and enable partners to be open and transparent
 - Use interest-based negotiation skills to draw out the true motivations behind each partner's involvement, their requirements and expectations
 - Use facilitation techniques to ensure all partners get a fair hearing

- Explicitly address concerns and conflicts of interest
- Take institutional commitments stage-by-stage
- Continue to push partners to make tangible commitments to the project
- Have concrete objectives for each meeting
- Give each partner a task to fulfil for the next meeting

- After an exploratory phase, begin to work towards specific outputs:
- Agree ground rules and operational principles for the partnership
 - Secure partners agreement on project objectives
 - Map out general roles of partners
 - Agree an outline project design and implementation plan

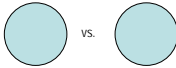

- Agreement to collaborate which includes:
 - Shared goals
 - Shared and individual objectives
 - Commitments and roles for all partners
- Buy-in on the project's outline development, management and implementation
- A manager for the proposed project identified

**Skills 1:
INTEREST-BASED NEGOTIATION**

- Partnership depends on effective collaboration
- Many types of behaviour get in the way of collaboration
- Partners will only be able to collaborate if they become genuinely interested in each other
- This means breaking through prejudices, stereo-typing, preconceptions and assumptions
- This can take time
- Building collaboration therefore takes skill, patience and persistence

- By observing and understanding what is going on
- By explaining what is going on and its impact on the partnership
- By encouraging dialogues not monologues
- By role modelling 'good partnering behaviour'
- By supporting good partnering behaviour in others
- By promoting 'interest-based' negotiation

Styles of negotiation

Adversarial	Consensual
	
Argument	Conversation
Winners and losers	Joint problem solving to find joint solution
Based on set positions	Based on underlying interests
Concentrates on self-interest	Appreciates all partners' interests and constraints
Potential negative effect on partnership	Helps to build partnership

What is not 'interest-based' negotiation?

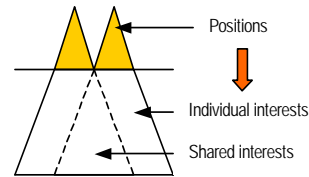
- 'Hard-ball' negotiation (winners and losers)
- Emotional blackmail ('how could you do this to me?')
- Threatening behaviour ('if you don't... I will...')
- Unilateral decision-making ('I say we will...')
- Passive agreement (saying 'yes' and meaning 'no')
- Adopting a 'position'

A negotiation in the process of going wrong!



What is is 'interest-based' negotiation?

- ▶ 'Position' – the first demand of someone, often vocal and self-centred (i.e. not considerate of other people)
- ▶ 'Interest' – the deeper motivations (hopes, fears and needs) underlying what people say they want.

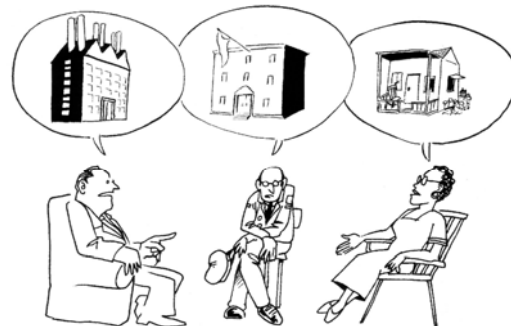


Interest-based negotiation involves getting beneath a position statement which creates more room to explore a **wider range of solutions** from which to compile a solution that **satisfies the most number of people**.

What skills are involved in interest-based negotiation?

- Active listening
- Open questioning – to dig deeper in motivation
- Precise speaking
- Summarizing and repeating back
- Synthesis of ideas
- ...

Building cross-sectoral understanding



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Inviting (and using!) everyone's suggestions

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Recognising and addressing 'jargon'

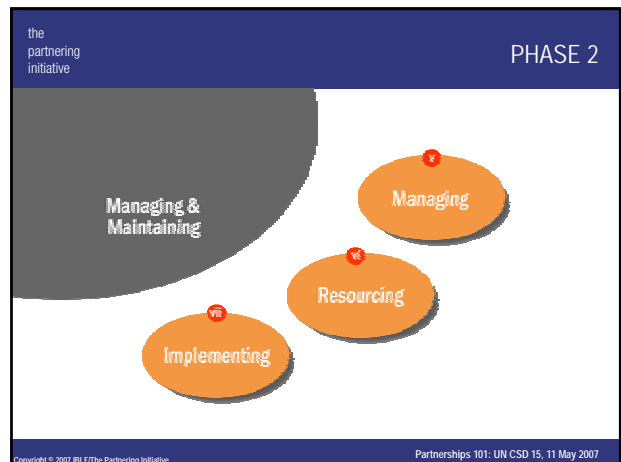
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Using partnership-building language

DIFFICULT TERMS FOR SOME PEOPLE / SECTORS	PARTNERSHIP-BUILDING ALTERNATIVE
Trust	Transparency / honesty
Profit	Benefit
Common objectives	Complementary objectives
Business plan	Action plan
Funding	Resourcing
Priorities	Values
Committee	Focus / Working / Task group
Market analysis	Scoping exercise
Consultation	Participation
Exit strategy	Moving on strategy

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Skills 2: RESOURCE MAPPING

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Partnership resources

- What is a 'resource' in the partnering context?

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Some possible resources

Equipment
Knowledge/information
Accommodation
Transport/logistics
Relationships/connections
Credibility/social license
Legal license
People
Communication channels
Technology
Expertise
Money

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'Value' of resources

- For some in-kind contributions, a clear financial value can be attached
- For others, such as relationships or connections, there is no objective financial value
- Different partners will put in different resources which will never be 'equal'
- So, what does 'EQUITY' mean?

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Matching resource needs to resources available

- Create an overview of the resource needs of each of the proposed activities
- Map resources available from partners
- Gap analysis
- Consider what might be available from other stakeholders (who may or may not become partners and who may or may not be present)
- Reality check – adapt as necessary

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Roles of the broker

- Help partners to think more freely over the types of resources they can bring to the table
- Help partners to appreciate the 'value' of contributions of all different types
- Work with the partners to systematically assess the resource needs and map available resources to those needs
- Encourage partners to find ways to fill any resource gaps (including potentially bringing in another partner) or adapt the programme to available resources

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INSTITUTIONAL ARRANGEMENTS AND MANAGEMENT

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Reaching agreement is about....

- Building partner capacity to work effectively together
- Confirming commitment and engagement
- Making decisions on behalf of the partnership
- Moving into action / delivery mode
- Setting targets and building accountability mechanisms

At some stage agreement in principle needs to be enshrined in a (more or less) formal document...

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More formal arrangements

Advantages	Disadvantages
Increased authority and capacity to influence	Subject to legislative restrictions
More focused activities and greater chances of sustainability	Tendency to become over-bureaucratic and impersonal
Enhanced ability to mobilise and manage large scale resources	Higher administrative costs

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Less formal arrangements

Advantages	Disadvantages
Greater freedom to explore 'radical' ideas	Not being taken seriously enough by external agencies
Cheaper – major resource required is time not cash	Key players too easily diverted by other priorities
Flexible and non-bureaucratic	Not structured enough to manage large resources

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Agreement options

- Letter/Statement of Intent
- Partnership Charter
- Code of Conduct/Standard
- Framework Agreement/ Heads of Agreement
- MoU / MoA
- Interim (short-term) Agreement
- Partnering Agreement
- Principal-agent contract

Varying degrees of formality, degrees to which they are legally binding, levels of detail of operations and roles and responsibilities, degrees of commitment by partners etc.

Source: ODI / PBAS

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Entering implementation

Partnerships need to become more **embedded**, more **structured** and more **'institutionalised'** so that they:

- Rely on **partner organisations** rather than simply on one individual representing an organisation in the partnership
- Handle **resources** responsibly and accountably
- Move from exploration / building to **effective implementation** and maintenance
- Hand over 'operations' and 'management' to a more reliable **delivery system**

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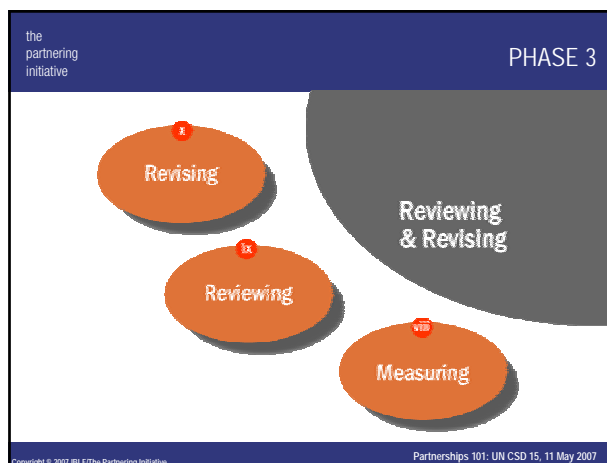
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Institutional Engagement

Institutional engagement is the degree to which an organisation is involved in both **contributing to** and **benefiting from** a partnership. It is important because it:

- Maximises potential in-puts / opportunities in order to achieve (partnership and partner's own) goals and strategic interests
- Builds stability & coherence (for the partnership and its activities)
- Ensures longer-term and more systematic commitment (to the partnership; agreed activities and new areas of collaboration)
- Allows the lessons / benefits from the partnership to influence organisational growth / change / capacity

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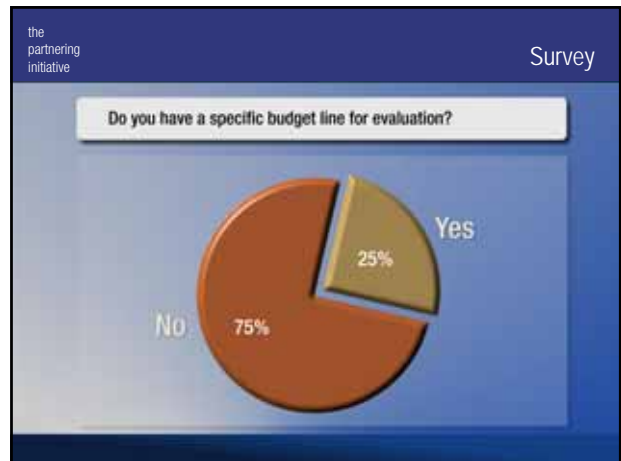
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OECD Partnership Evaluation Survey

Purpose:
 Collect examples of partnership evaluations
 Identify different types of partnership
 Identify plans for evaluation
 Ascertain attitudes towards evaluation


Participants: Sent to 101 UN-registered partnerships with an environmental 'flavour'

Response: 34 replies, 32 included in analysis



the partnering initiative What do we want to know?

- That the partners have all benefited from their involvement
- That the partnership is achieving its aims
- That the partnership approach was / is the best way to do it
- That the partnership is operating in the most effective way



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Each individual partner will ask itself:


*Are we getting sufficient **benefits** from the partnership in comparison to the **resources** we're putting in?*

(including.. is the partnership achieving our individual objectives?)



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<p>Financial resources</p> <p>Staff time</p> <p>In-kind contributions</p> <p>Intellectual capital</p> <p>Social capital</p>	<p>Relevant partnership & individual objectives</p> <p>Quality of solution</p> <p>Ancillary benefits</p> <p><i>minus negative effects</i></p>
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2. Relationships/operation of the partnership

Evaluating the essential bases of all partnerships:

- Equity
- Transparency
- Mutual (and balanced) benefit

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2. Relationships/operation of the partnership

Evaluating other aspects of 'successful' partnerships:

- Solid base of joint commitment and understanding
- Clear plan for achieving the goals
- Clear roles and responsibilities
- Sufficient resources committed from all partners
- Appropriate level of formality
- Good 'leadership'
- Clear and enforceable lines of accountability
- Partners communicate in productive and supportive ways
- Appropriate indicators to monitor and improve the success and progress of the partnership

Source: CIELAP

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3. The partnership approach

- Partnership transaction costs
- Ancillary benefits of the partnership approach (gained by the partnership itself or 'society')
- Comparison with non-partnering alternatives

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Some working assumptions:

- The partners themselves know best what benefits / value they have derived from the partnership
(but they might need some help understanding what they know)
- The partners are quite capable of articulating their experience(s)/ benefits
(but they may need an appropriate setting in which to feel comfortable / 'safe' doing this)
- The partners themselves are most likely to co-operate with the process when they have been part of creating it
(but they might welcome some help in shaping their thinking)

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A warning!

If the review methodology is not participatory it is likely to seriously undermine / damage the partnership...

...it may even destroy it.

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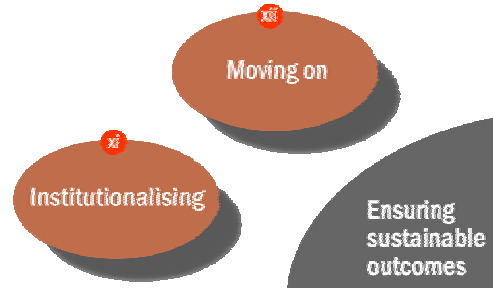
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Another working hypothesis!

Any truly valid and effective evaluation / review of a partnership always need to:

- Involve all partners & key stakeholders in design and data collection
- Include a genuine feedback loop so that the process truly informs the development of the partnership
- Find a good balance between external 'objectivity' and internal knowledge / experience of the partnership's history

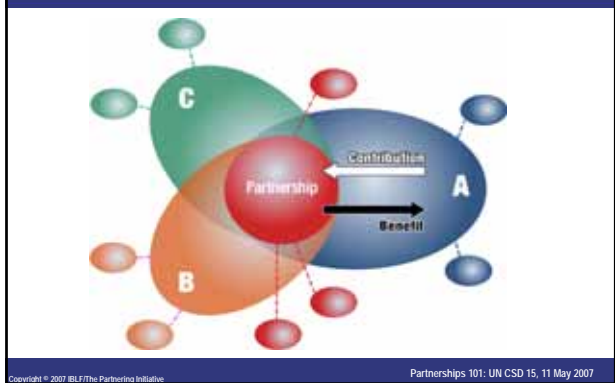
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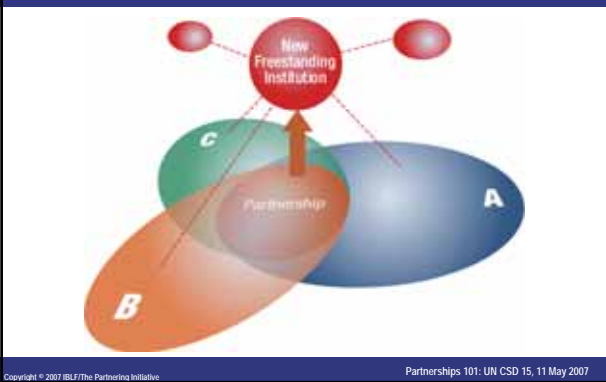
The partnering cycle



Original partnership model



Potential new model



"The partnering journey, whatever form it takes, can be exhilarating, inspiring, bewildering and exhausting."

*"What it never is, is easy.
Because if it were easy, it
wouldn't be necessary"*