

Partnering in Practice TIS CEO Forum

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Maria Hayes: PBA Artist in Residence



Intent



To consider what it takes to partner effectively



To share some frameworks for effective collaboration



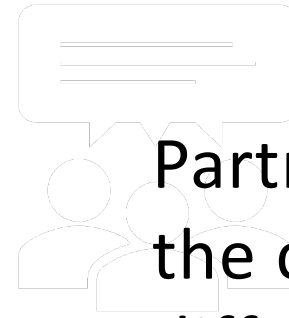
To explore how TIS partners can and are supporting transformative partnerships

Why Partner?

The simple issues of this world are solved!

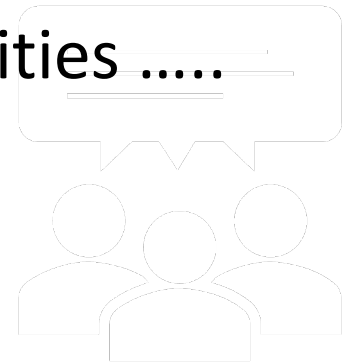
It is unreasonable to consider that any one actor/organisation can bring about achievement of sustainable development outcomes

Various actors contribute to these through mobilising different resources - assets, skills, knowledge and capability.



Partnering recognises the contribution that different partners make to **complex** challenges

This suggests two exciting possibilities





The whole is greater than the sum of its two parts!

Where people / organisations work together, they are likely to achieve more than they can alone!

Transformation and innovation

The outcome will be greater and certainly different to the individual contributions.

WHY

ADDED VALUE

- Access to new resources
- Innovation
- Quality
- Legitimacy
- More integrated solutions
- Appropriateness
- Effective & efficient Implementation
- Scale
- Greater sustainability

ADDED OUTCOMES

- Meeting individual partner's or organisations drivers / underlying interests
- Changes in mindsets, behaviours and relationships
- Partners have new capabilities

ADDITIONAL BENEFITS

- Social capital
- Empowerment
- Technical transfer
- Spin off activities
- Wider influence on policy and practice
- System change
- Greater societal stability
- Learning / new knowledge



A decorative graphic on the left side of the slide, consisting of several concentric, slightly irregular circles in shades of light blue and grey, creating a sense of depth and movement.

PARTNERSHIP: a definition

“An on-going working relationship
where risks and benefits are
shared”

A partnership is based on **principles** of equity,
transparency, **and mutual accountability**.

In practical terms this means each partner's
involvement in:

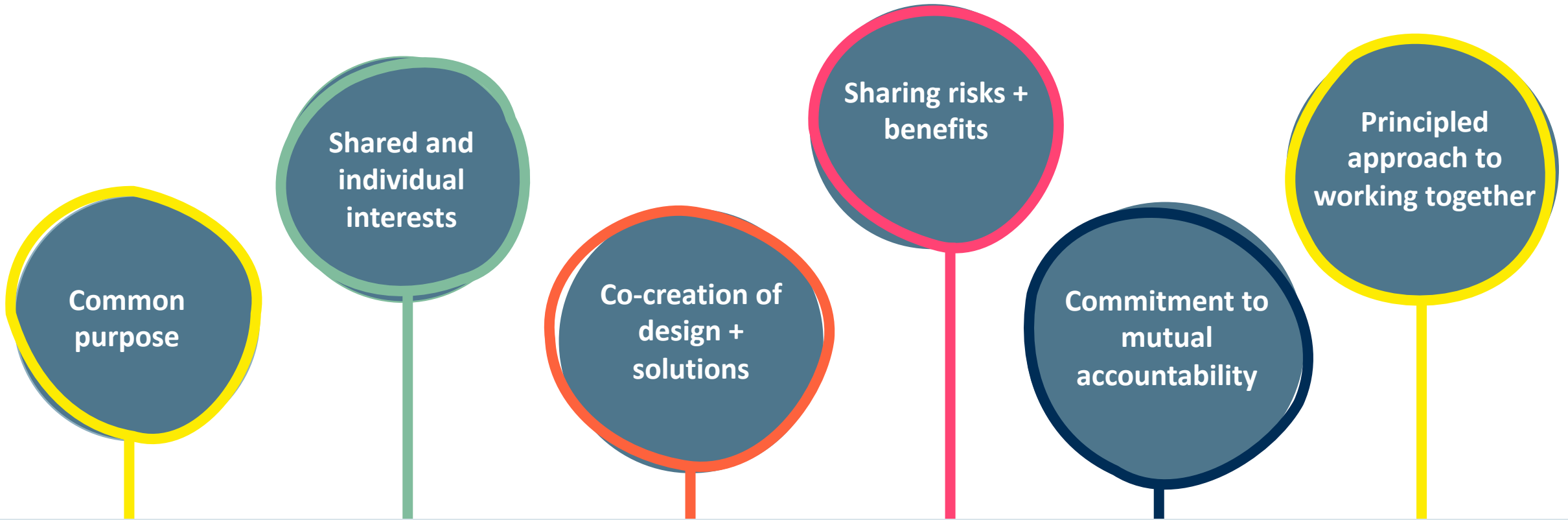
co-creating projects and programs

committing tangible resources and

mutual accountability.

Where do your partnerships sit?





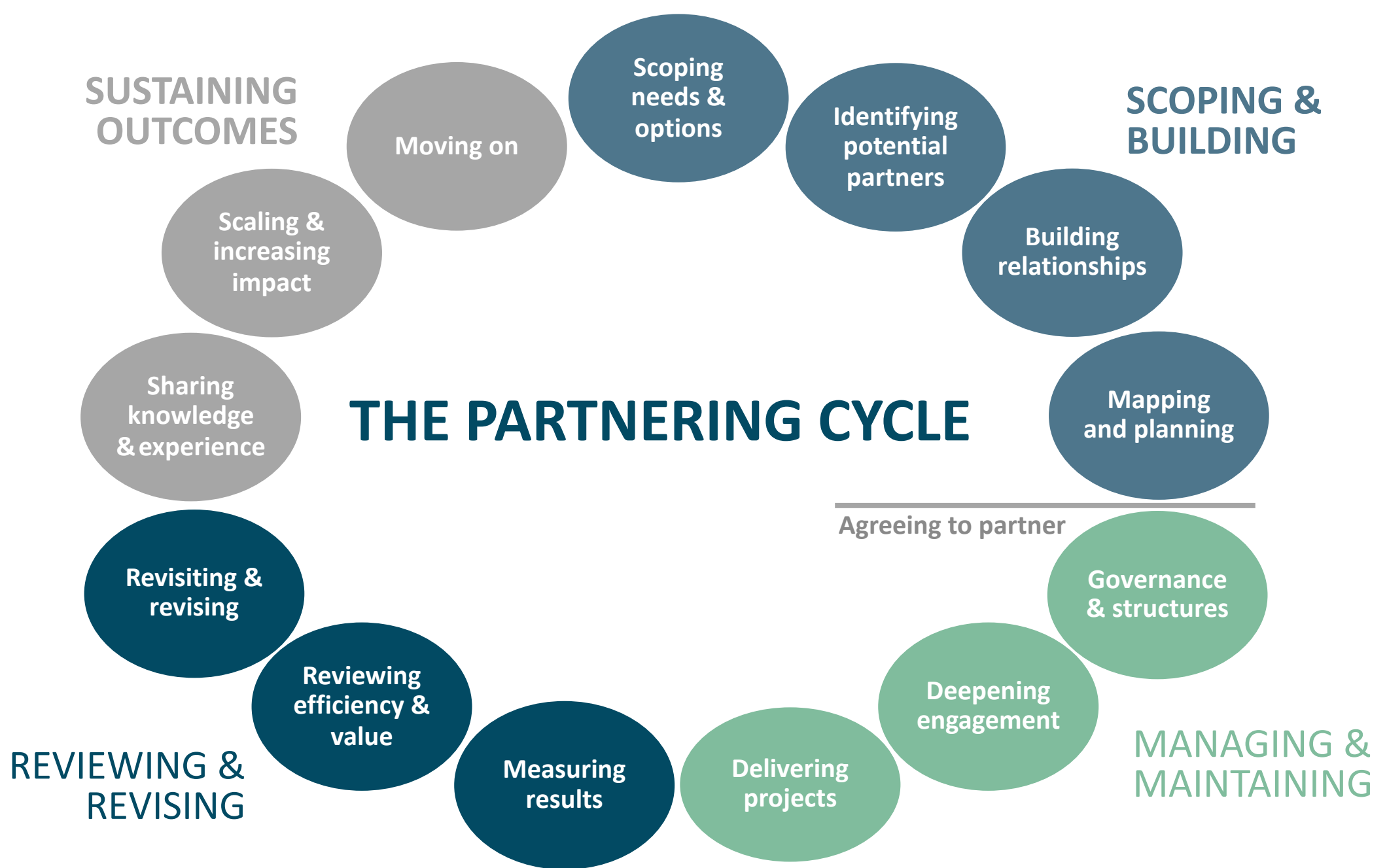
PBA's current thinking about fundamental characteristics of effective partnerships



Partnering processes



A partnering approach uses intentional and structured **process management** to build equity and collaboration.

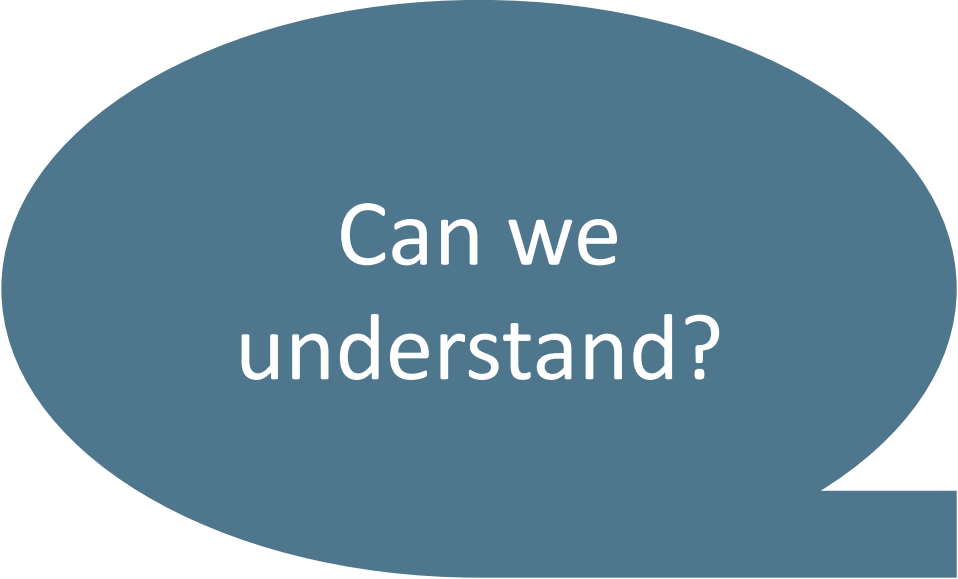


The 'partnering cycle' is distinct from, but easily aligned with a typical 'project cycle'.

Each stage requires ongoing but different processes.

How far in your partnering work do you focus on the **partnership** as well as on the partnership's **project** throughout its life cycle?





Can we
understand?

SCOPING & BUILDING STAGE

Why each type of stakeholder might want to partner?

How each stakeholder can contribute to a partnership?

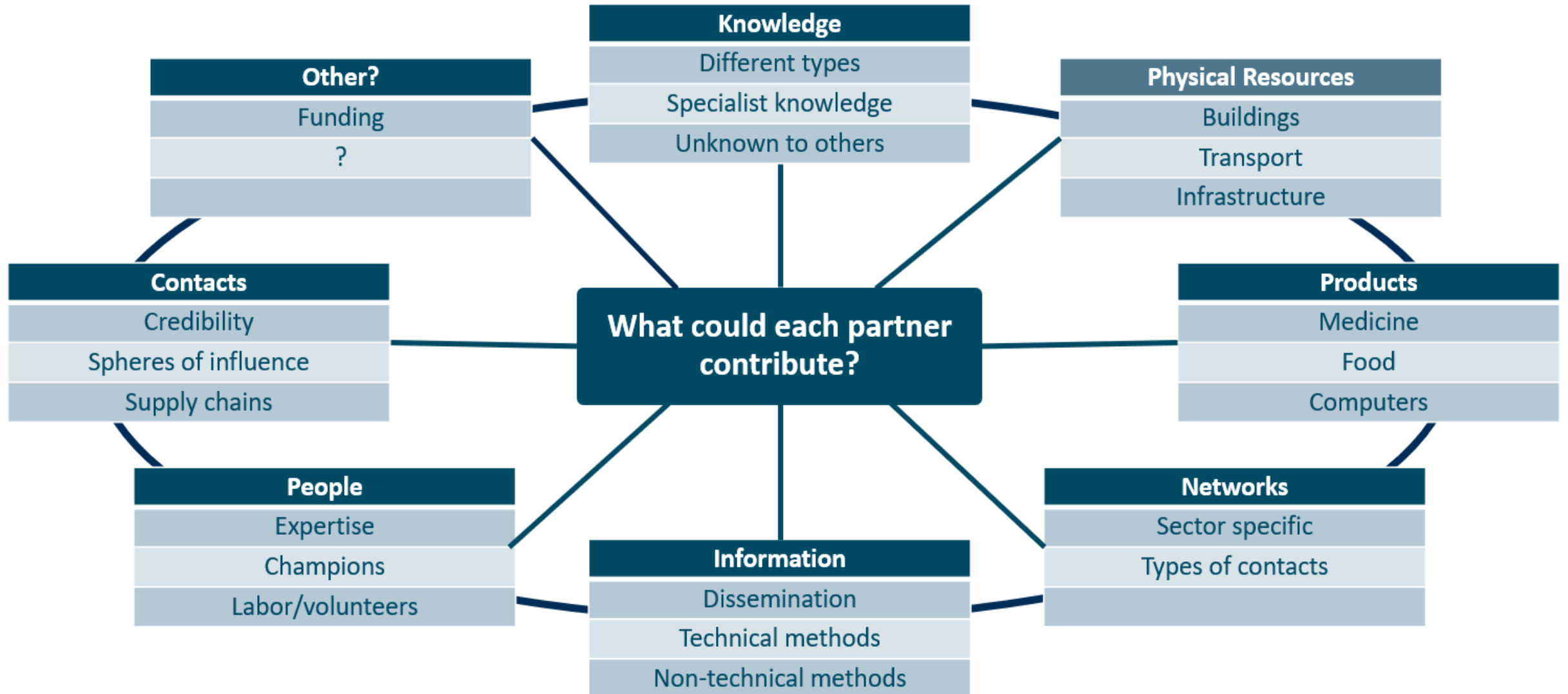
What concerns that stakeholder may have?

But what about our own organisations?

Internal alignment is as important as alignment between partners!



Resources / contributions mapping



PBA Principles of Partnership Brokering

How they emerged & how we apply them

Working with diverse partners in different contexts over many years, PBA Associates have co-evolved five partnering principles that respond to common partnering challenges worldwide.

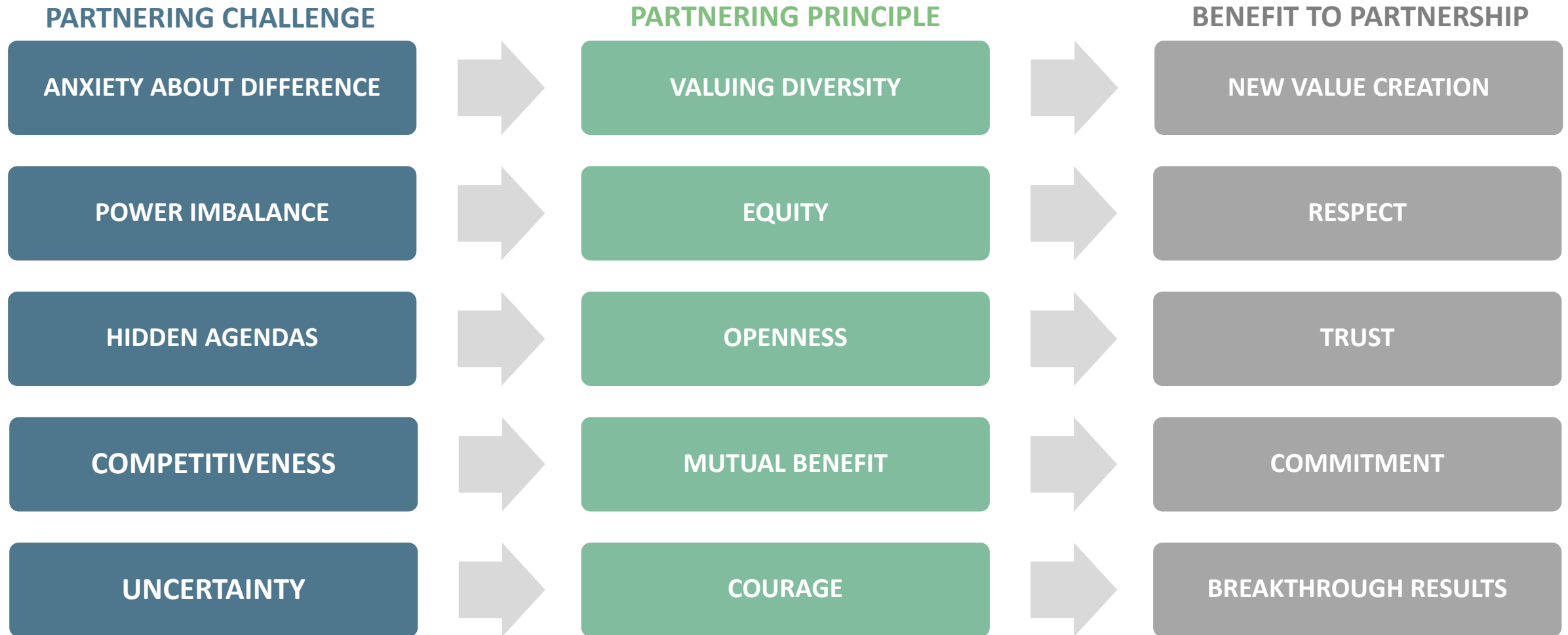
We use the partnering principles to :

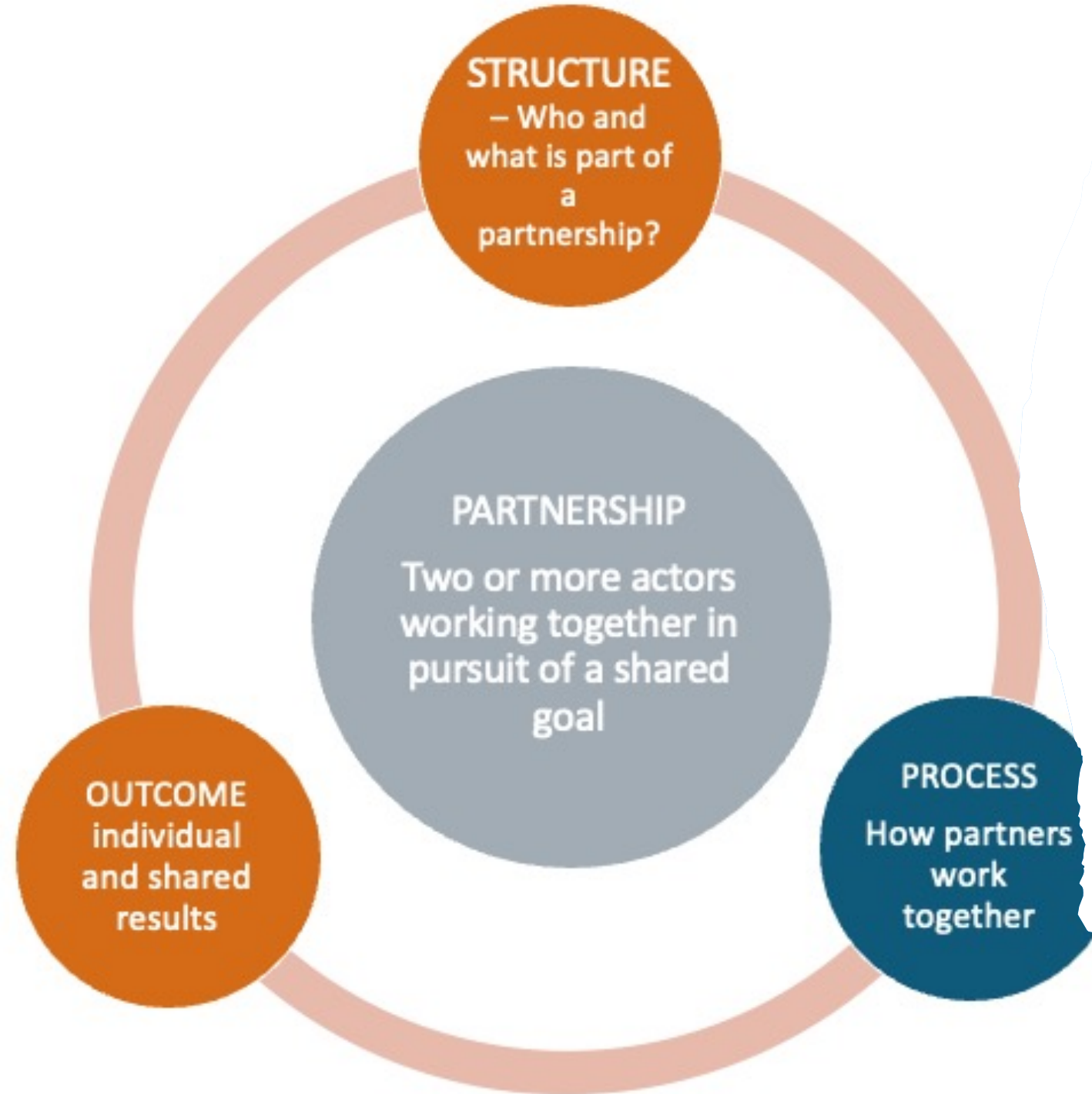
- **GUIDE OUR APPROACH** towards partnering and to underpin how we operate as partnership brokers
- **PROVIDE BENCHMARKS** for continually evolving our thinking and practice

Whilst they are foundational to our approach and global in character, these principles are not fixed but they may change over time. For each partnership and partnering context the principles will need to be adjusted, or even be quite different.



Benefits of partnering principles





- Mindset
- Principles
- Leadership
- Capability
- Skillsets
- Approach
- Systems & processes
- Reflection

Partnership Brokering

- Using a partnering approach to deepen your work and partnerships?

A **partnership broker** is an active 'go-between' who supports partners to navigate their partnering journey.

Whatever you call the broker, or where the broker is from – internal or external, it is how the broker (and indeed the partners) manages their complex role is critical to the process.

The core function of the broker is to
work in service of the partnership NOT the interests of any
individual partner.



Partnership brokering roles

An **internal partnership broker** comes from one of the partner organisations but plays this role on behalf of the partnership – in addition to representing their own organisation.

An **external partnership broker** is someone with partnership brokering experience who supports a partnership at selected times for specific purposes.

Brokers may not only be individuals – they may be organisations



Ideas, innovation and imaginative responses to intractable issues

Complex relationships that cross sectoral, cultural and / or geographic boundaries

Opportunities for building partnering capacity – in individuals, organisations and partnerships

Evolution of new collaborative mechanisms and organisational models / systems

New approaches to reviewing partnering effectiveness and added value



**Brokers
broker**

When brokering we...



Strive to meet each partner's individual interests
(may change over time)



Support and reinforce a principled approach to all aspects of the partnership – equity, openness etc



Ensure partners remain engaged throughout



Build equity - shift power

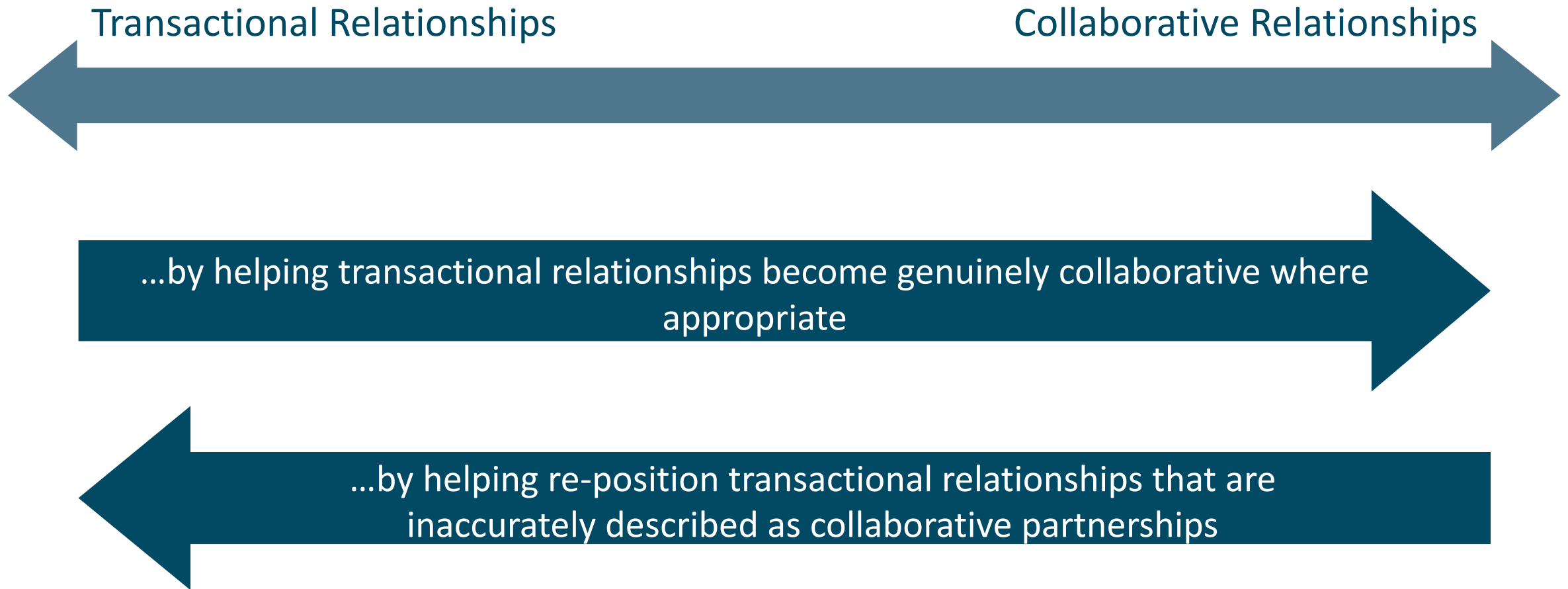


Enable newcomers to integrate fully and creatively
at whatever stage of the cycle they join



Continuously capture the story of the partnership and partners' involvement as it changes over time

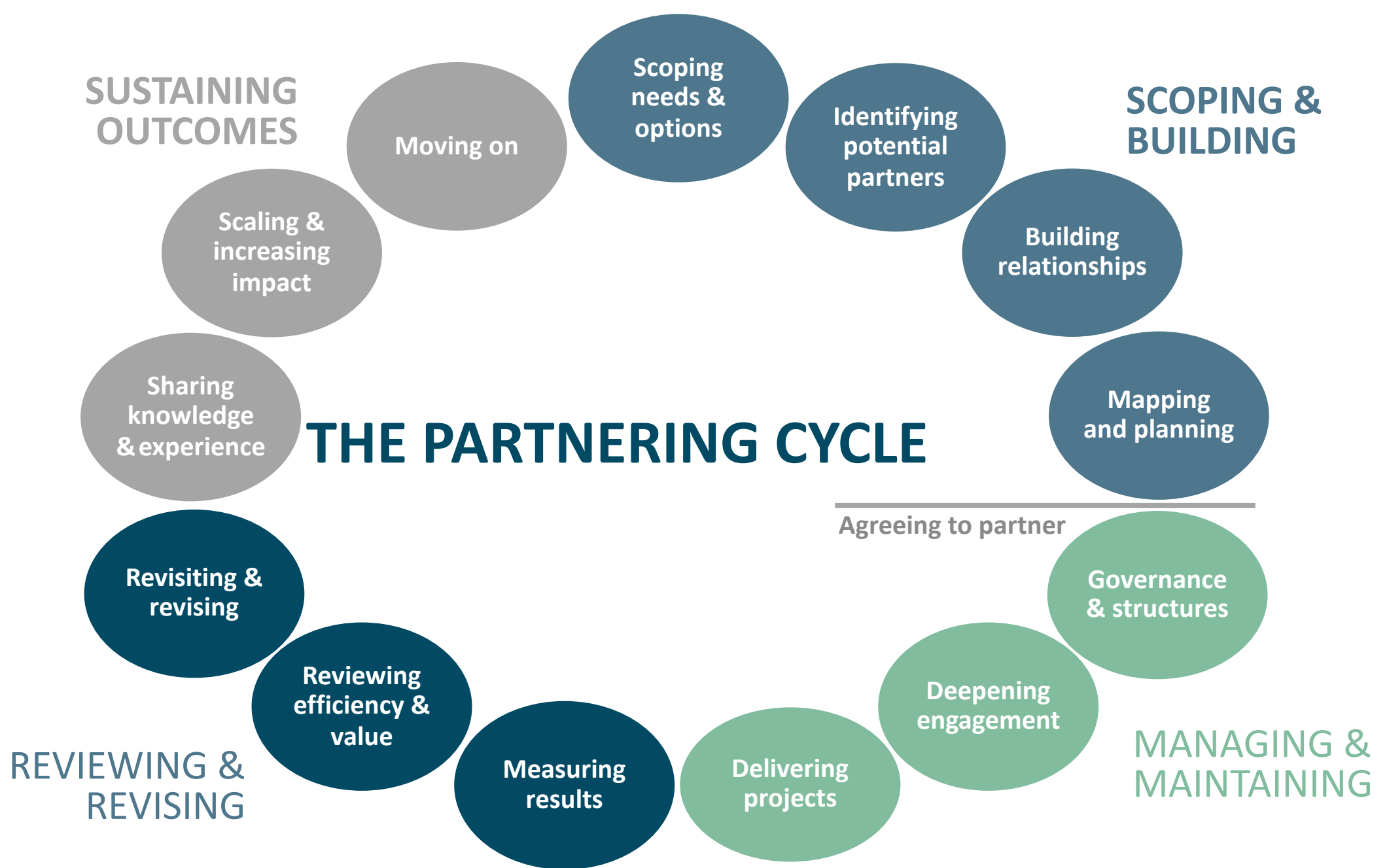
Brokers have a key role in 'positioning' a partnership, including moving it to where it should be



Partnering processes need to be

- Good enough to get partners moving together along a shared trajectory
- Developmental – allowing for growth
- Regularly reviewed
- **Fit for purpose!** Resist the urge to over do it ...





SUSTAINING OUTCOMES

Exploring moving-on options and supporting decisions

Managing moving-on processes collaboratively

Helping partners celebrate and learn from their partnership 'story'

Ensuring outcomes are able to be sustained / embedded / scaled /transferred

REVIEWING & REVISING

Supporting partners review added value and effectiveness

Assisting in revising the collaboration agreement

Helping partners implement changes to improve the partnership

Guiding partners to plan for sustaining outcomes and moving on



SCOPING & BUILDING

Scoping the partnership's potential

Exploring drivers, expectations and underlying interests

Embedding key partnering principles

Enabling partners to differentiate between the partnership and its projects

Negotiating a detailed agreement to underpin the partnership

MANAGING & MAINTAINING

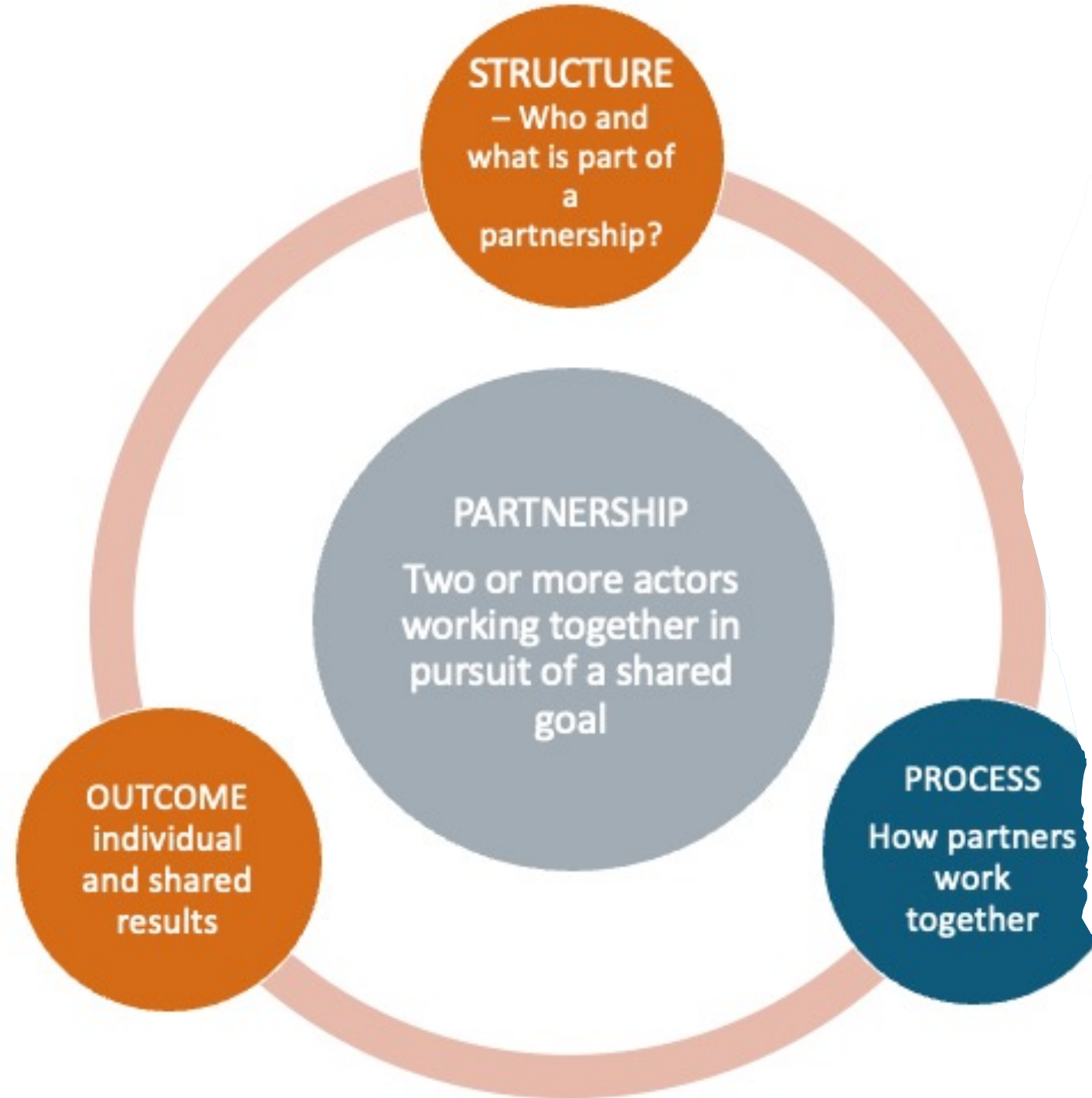
Co-creating appropriate governance arrangements

Helping partners to work through complex internal & external challenges

Building partner capacities to strengthen and optimise the partnership

Enabling partners to explore new ways of transforming systems





Key processes

- Understanding all partners and their individual and collective drivers
- Seeking alignment
- Defining a shared language
- Partnering agreements
- Establishing ways of working
- Leaning into tensions / conflict
- Regular health checks
- Bringing in / exiting partners
- Adapting
- Closing

Understanding partnership performance

The focus of partnering review is **NOT** about the impact of the project or program which can be carried out by standard project *M&E* methodologies.

We are concerned here with **continuous improvement of the partnership**:

- The **added value, efficiency, effectiveness** and **contextual relevance** of the partnership for partners and beneficiaries
- The **collaborative mindset and skills** – how the partners work together
- Identifying and making **improvements in efficiency and effectiveness** of the partnership as it progresses

- Partnering agreements – establish indicators and agreed questions at the outset
- Regular check in questions during routine events
- Annual health checks



**Processes for
reviewing
partnerships**

Some ideas for partnership review questions

<ul style="list-style-type: none">• Have we achieved our individual and shared objectives? If not, why not?
<ul style="list-style-type: none">• What has worked well? What would we do differently with the benefit of hindsight?
<ul style="list-style-type: none">• Are we working to our principles?
<ul style="list-style-type: none">• How are we sharing power? Are our governance structures ‘fit for purpose’?
<ul style="list-style-type: none">• Have we got the right partners involved? Are we missing a key player? Are all partners contributing?
<ul style="list-style-type: none">• Has our operating environment changed? How will that affect the partnership?
<ul style="list-style-type: none">• What are the unexpected benefits and costs of working together in this way?
<ul style="list-style-type: none">• Have our risk profiles and partnership risks changed?
<ul style="list-style-type: none">• What are we concerned about? What are we excited about?
<ul style="list-style-type: none">• What actions will we take as a result of this review?

More Information and Resources

Partnership Brokers Association

Associate Directory –international cohort of experienced brokers for mentoring, training, brokering, “advice”

Resource Library

Training and professional development courses – commissioned and public programs

<https://partnershipbrokers.org/w/training/training-programme-dates-and-locations/>

Other Resources

<https://thepartneringinitiative.org/publications/toolbook-series/the-brokering-guidebook/>

<https://thepartneringinitiative.org/publications/toolbook-series/the-partnering-toolbook/>

<https://thepartneringinitiative.org/>

<https://partnershipbrokers.org/>

<https://partnershipbrokers.org/w/issues-archive/>

