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THE PARTNERING INITIATIVE

Building effective partnerships

Darian Stibbe

Austrian Trade Commission London, May 14, 2018

Introduction

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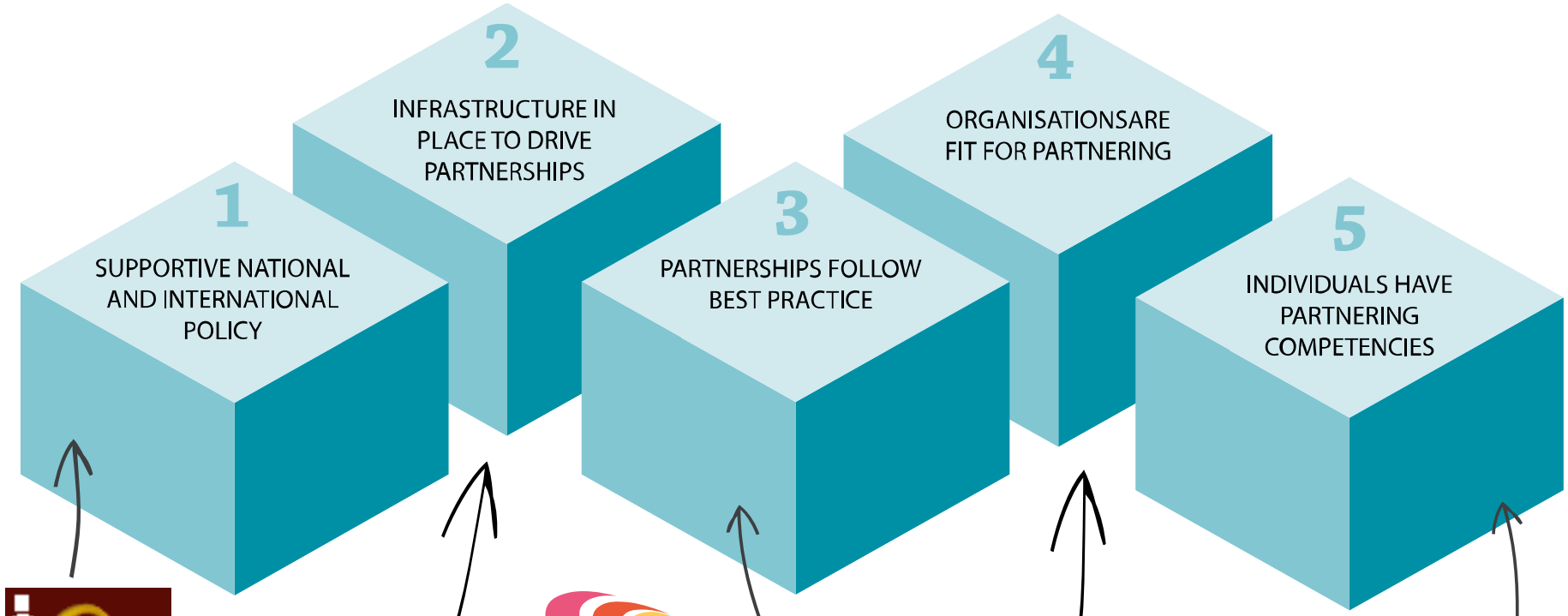
Group: 'The Partnering Initiative'

@TPI_tweets

tpiglobal.org

About TPI


1
SUPPORTIVE NATIONAL AND INTERNATIONAL POLICY
2
INFRASTRUCTURE IN PLACE TO DRIVE PARTNERSHIPS
3
PARTNERSHIPS FOLLOW BEST PRACTICE
4
ORGANISATIONSARE FIT FOR PARTNERING
5
INDIVIDUALS HAVE PARTNERING COMPETENCIES
Roadmap
Business Partnership Action
The Partnering Alliance
Leadership and strategy
Systems and processes
People, skills and support
Partnership Culture
FIT FOR PARTNERING
the partnering academy

Whom we work with...

The request…

- What a successful partnership looks like
- How to achieve and maintain it
- How to identify suitable partners
- How to make oneself an attractive partner for other organisations

Why partner?

- To achieve more (more effectively, efficiently, sustainably) than we could achieve alone
- To align and combine limited resources to:

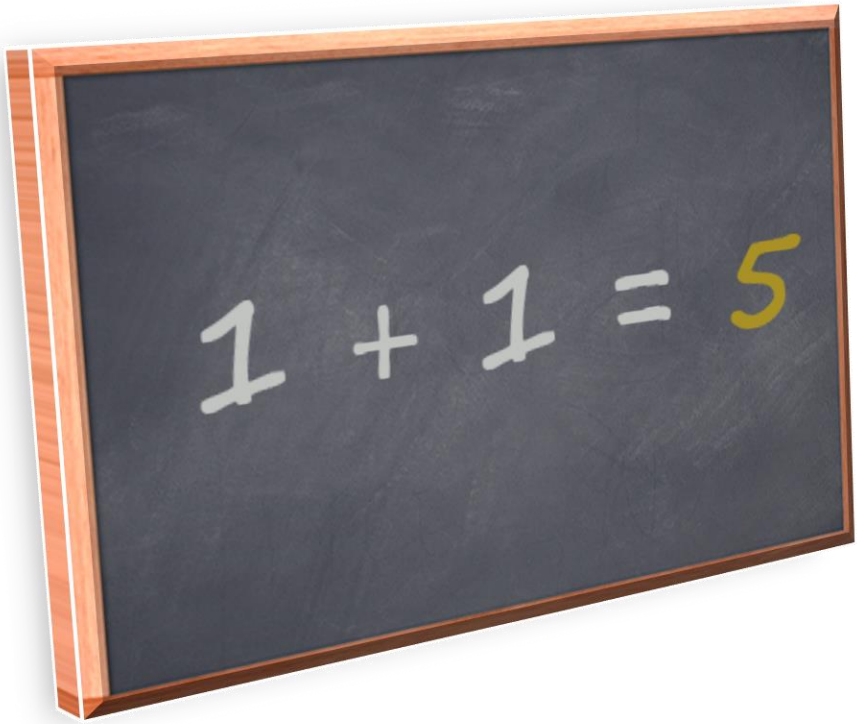
CREATE AND MAXIMISE VALUE

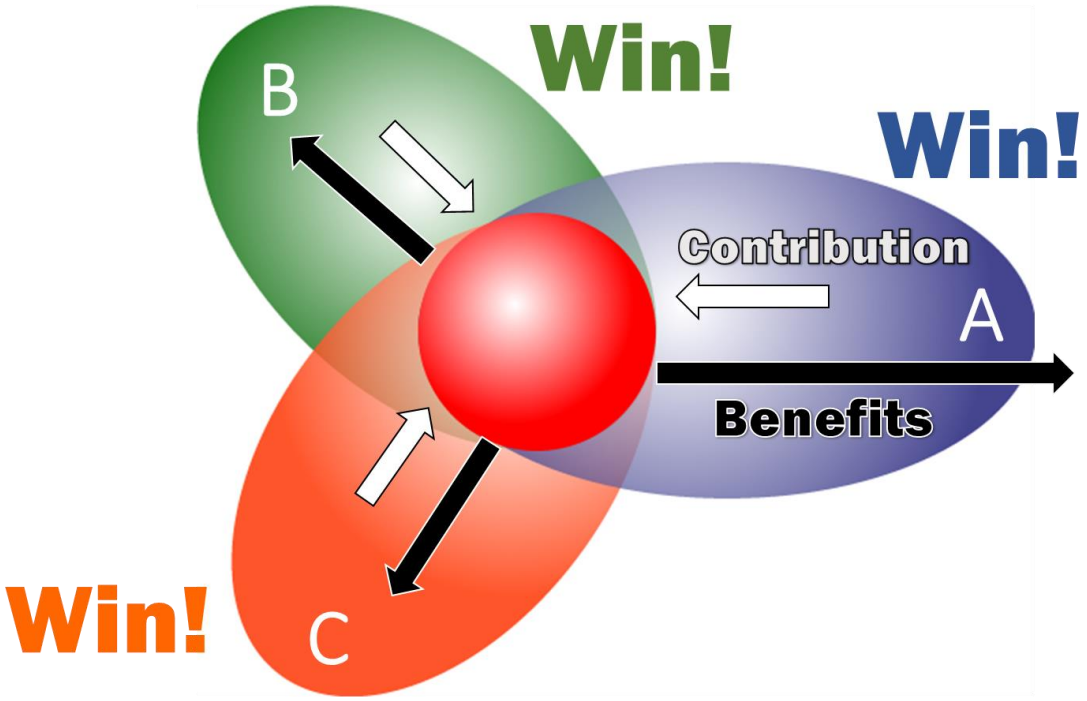
Definition of a cross-sector partnership

- An ongoing working relationship between **organisations from different sectors**
- **Aligning their interests, sharing risk and combining their resources** and competencies
- To maximise the achievement of **agreed partnership objectives**
- While delivering **net value to each individual partner.**

What is a successful partnership?

1. Alchemically **creates added value** towards its objectives
2. Delivers **clear net value** to all the partners
3. Operates efficiently, effectively **and enjoyably**



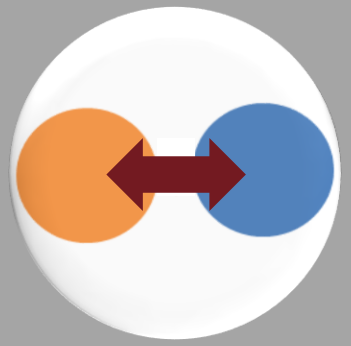


Prosperous society

Prosperous business

Prosperous environment

Framework for ‘partnership’



1. Leverage / Exchange

Leverage resources from another organisation that can contribute to your work

2. Combine / Integrate

Combine your resources with those of a partner to innovative and achieve more efficiently, or more effectively than you could do alone

3. Transform

Multi-actor approach to tackle complex challenges through system transformation

Partnership level 1: Leverage/exchange

TNT

Capacity-building

Logistics support

$

Reputation

Publicity

Employee benefits

Experience of working in fragile areas

WFP

Partnership level 1: Leverage/exchange

Project Last Mile leverages Coca-Cola's logistic, supply chain, distribution and marketing expertise to help African governments ensure communities have better access to life-sustaining and life-enhancing medicines.

The Global Fund

Partnership level 2: Combine/integrate

Banking on Change

The partnership that aims to break barriers to financial inclusion and improve the quality of life in the poorest communities, by giving people the skills to save and manage their money effectively.

care®

Plan

BARCLAYS

Partnership level 3: Transform

- Partnership to create a new value chain for a new, locally-made and grown beer
- Government reduced the tax rate, aligned agricultural extension services
- SAB Miller created new beer-making plant, supported capacity development of smallholder farmers to join the supply chain

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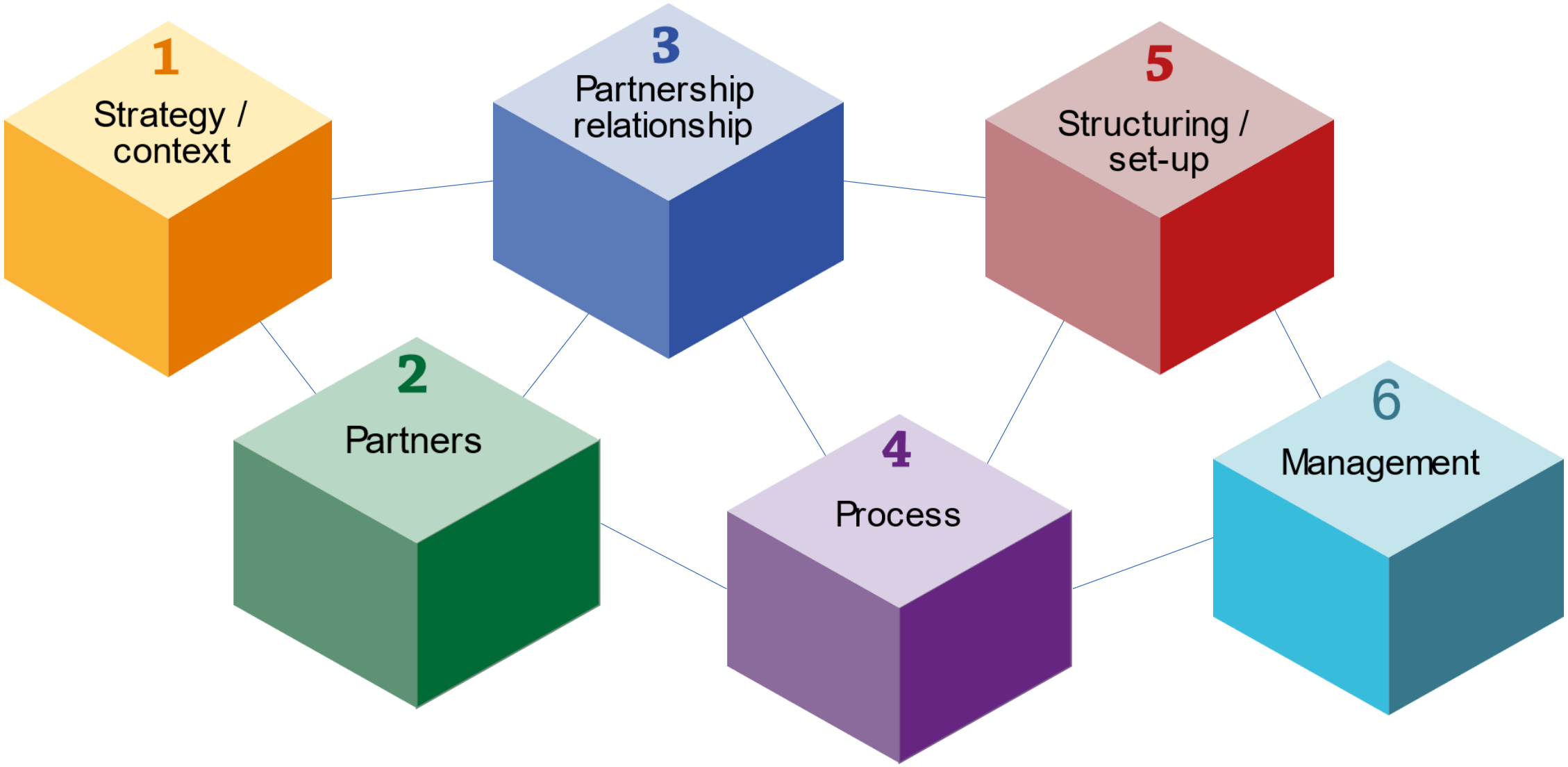
Building blocks for effective partnership

Building blocks of effective partnering



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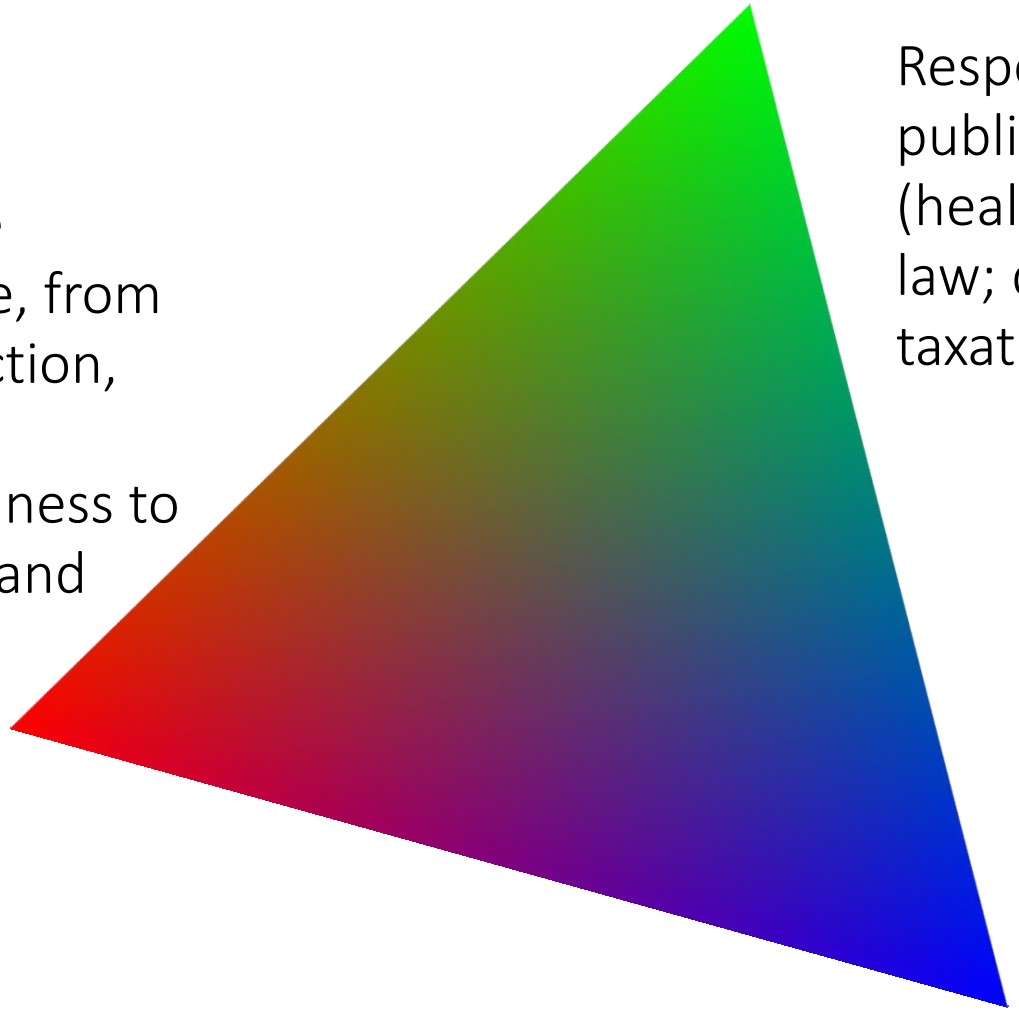
Building block 1: Strategy and Context

To what extent is it a cross-sectoral issue?

Civil Society

Responsible for the wellbeing of people, from community level action, through to holding governments / business to account nationally and internationally



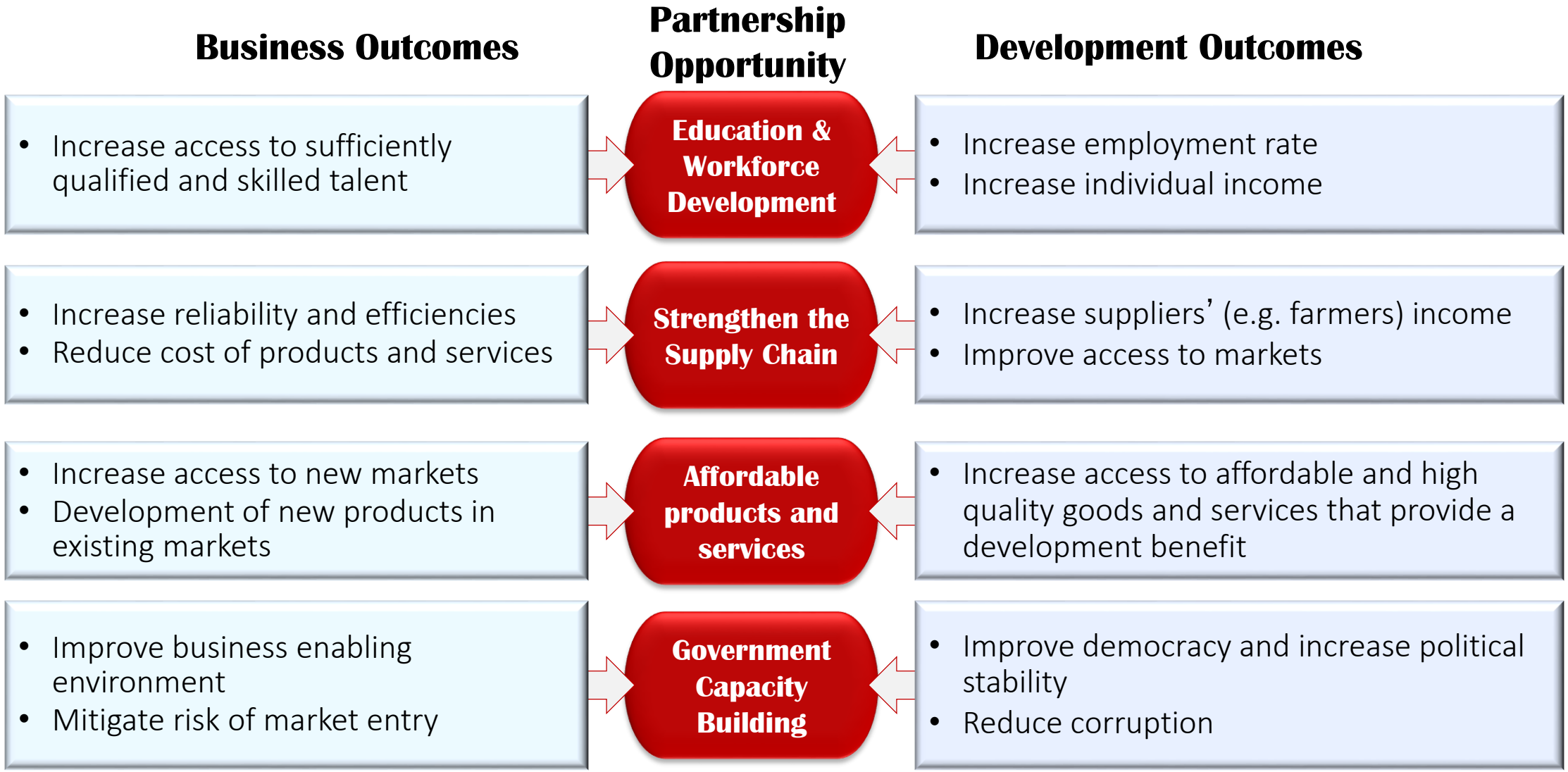
Public Sector

Responsible for provision of public goods and services (health, education etc.); rule of law; defence; regulation and taxation

Private Sector

Responsible for private goods and services, with footprint throughout its value chain

Is there sufficient overlap of interest?



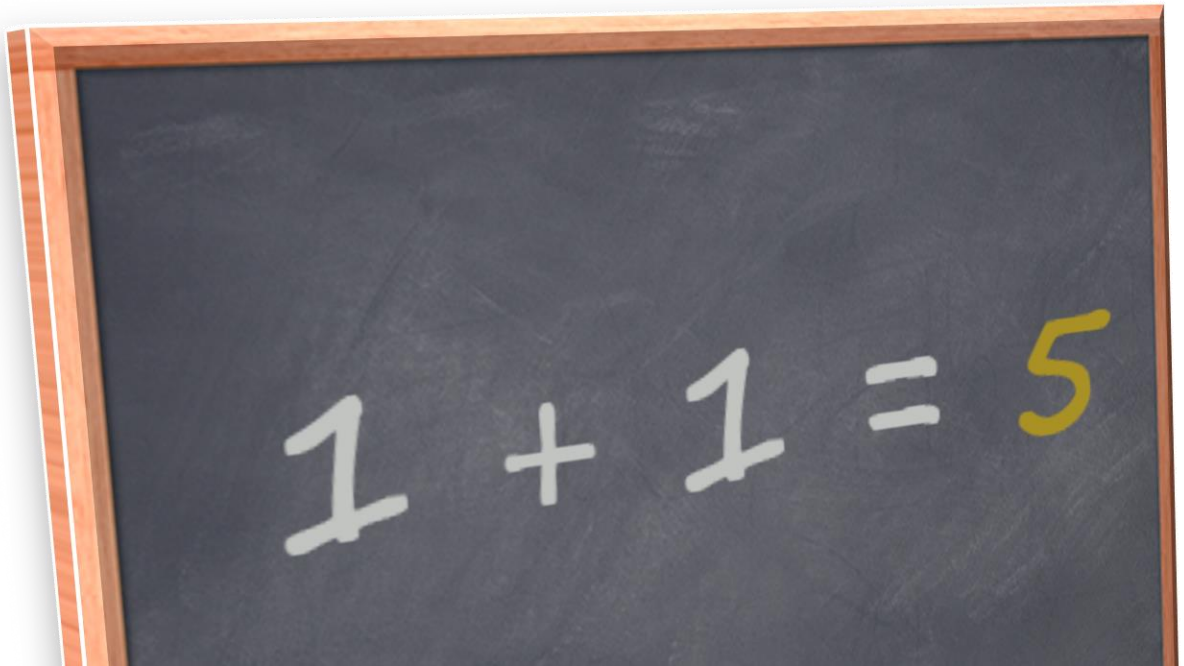
Adapted from USAID

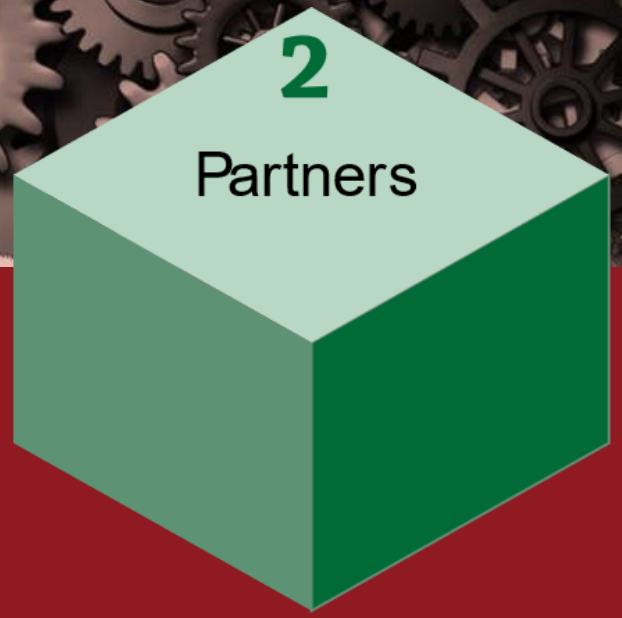
Is partnering going to create significant value?

1. Tackling complexity / transforming systemics
2. More appropriate / implementable / sustainable solutions and greater buy-in
3. Innovative approaches including market-based approaches
4. Greater efficiency through shared economies of scale / exploiting synergies / coordination
5. Exchanging value between organisations
6. Combining essential resources (including non-purchasable) to focus on a problem

1. Strategy and context

- The issue is inherently cross-sectoral
- Strong, clear, unifying vision
- The partnership approach has the potential to create significant value





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Building block 2: Partners

Bringing the right complementary resources?

NGO

- ✓ Technical knowledge / capacity
- ✓ Access to / deep knowledge of communities
- ✓ Legitimacy / social capital
- ✓ Passion and people-focus

Business

- ✓ A market-based / value creation approach
- ✓ Brands and access to customer base
- ✓ Products and services
- ✓ Innovation / efficiency / management
- ✓ Value chains
- ✓ Infrastructure / logistics
- ✓ Financial and in-kind contribution

Government

- ✓ Taxation and regulatory framework (e.g. licenses for water etc.)
- ✓ Integration with public systems / long term planning
- ✓ Capacity building (e.g. extension services)
- ✓ Provision of land / infrastructure

International agencies

- ✓ Political connections; legitimacy
- ✓ Technical support and knowledge
- ✓ Global network with ground presence

Donors / DFIs

- ✓ Technical support
- ✓ Funding

Sufficient alignment of values?

GREEN PEACE & npower

The result...

UK version | International version | About the versions — Low graphics | Accessibility help

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Protesters remain at power plant

Negotiations are continuing between site managers at Didcot power station and environmental campaigners chained to equipment at the Oxfordshire plant.

A team from Greenpeace also climbed a 650ft (200m) tower on Thursday and painted "Blair's Legacy" on a chimney.

Operator Npower has called for the protest to stop and launched an inquiry into the security breach.

Campaigners want the coal-fuelled plant to close as they believe it makes a massive contribution to climate change.

Greenpeace said 30 campaigners entered the site on Thursday

VIDEO AND AUDIO NEWS
See more on the protest
WATCH

BBC

BBC Oxford
Information and features on the BBCi Oxfordshire website

SEE ALSO
- Group breaks into power station
  02 Nov 06 | Oxfordshire
- Police defend Drax station action
  31 Aug 06 | North Yorkshire
- In pictures: Protest at Drax power station
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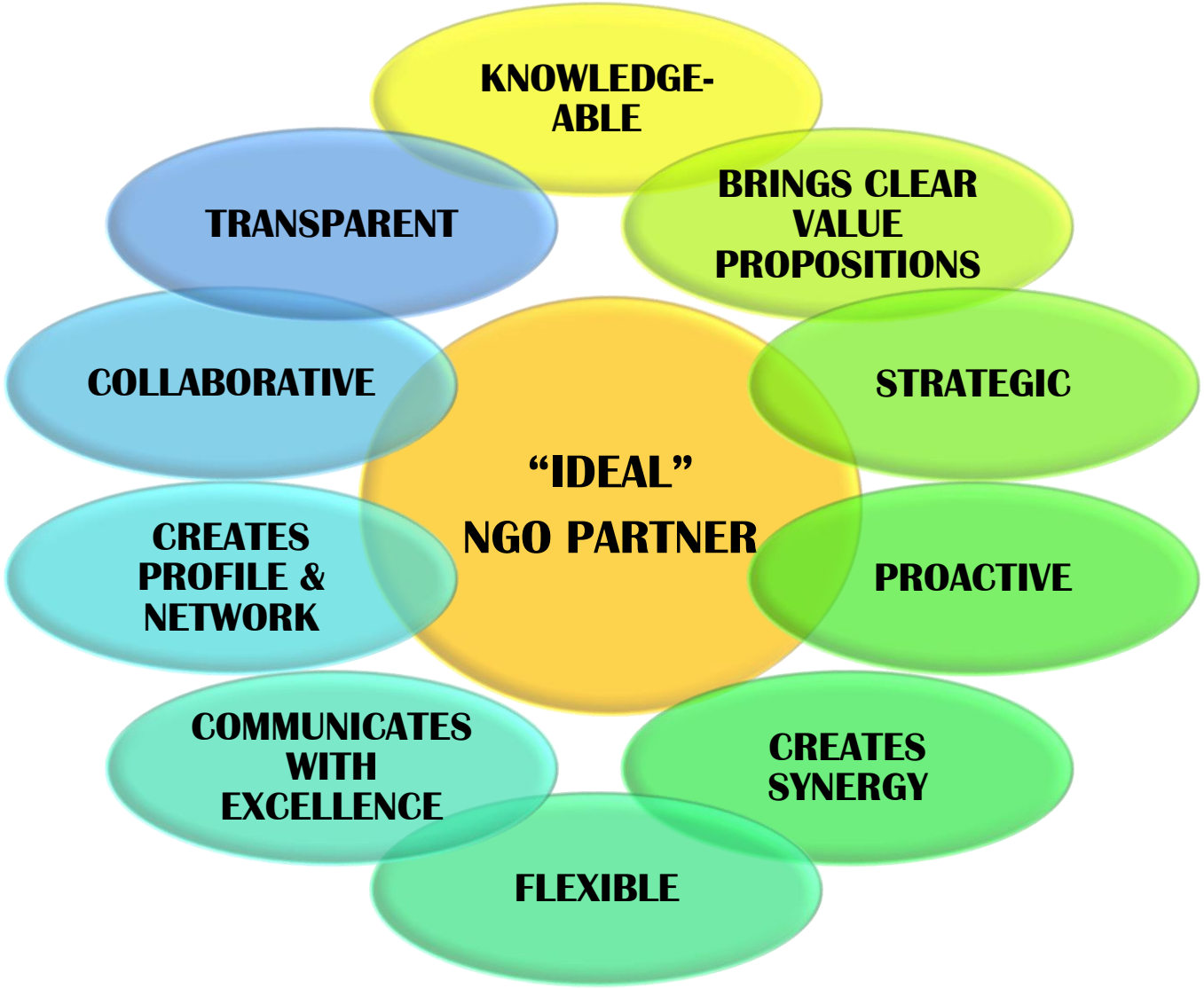
- 'Climate Crime' protest at Didcot
  18 Jul 06 | Oxfordshire
- Sooty cloud 'from power station'
  02 Feb 06 | Oxfordshire

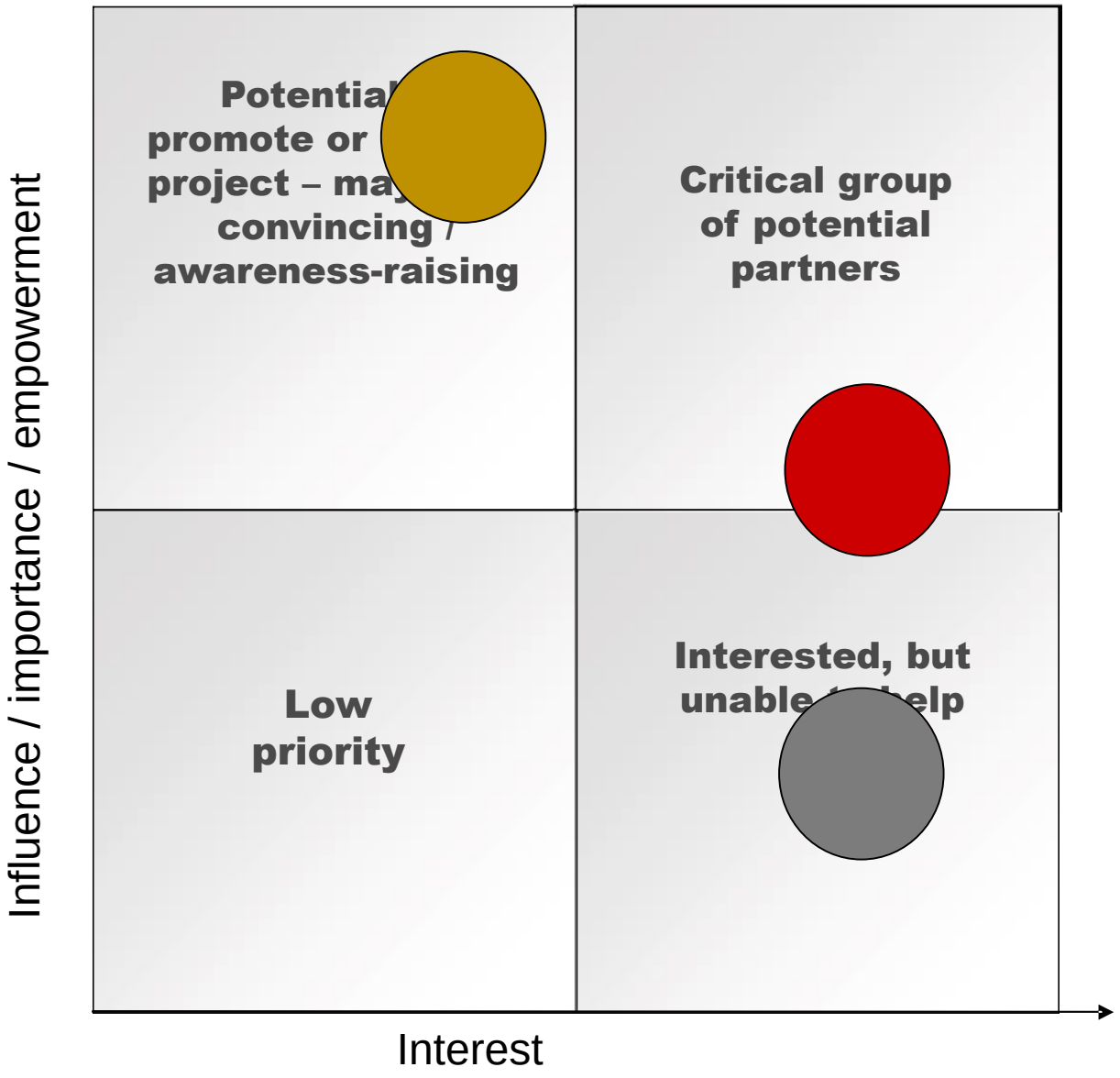
Ten key aspects of an “ideal” NGO partner



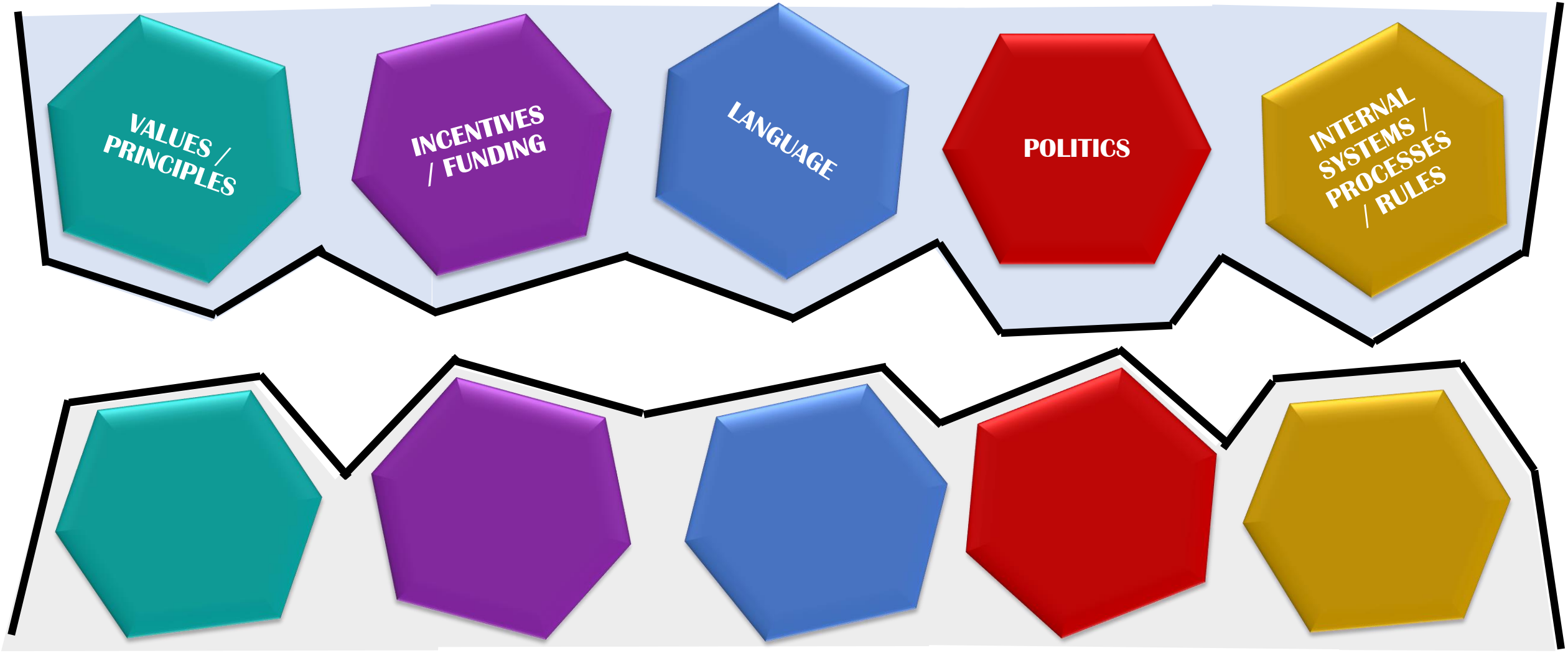
Expectation vs. reality...

How do you find partners?

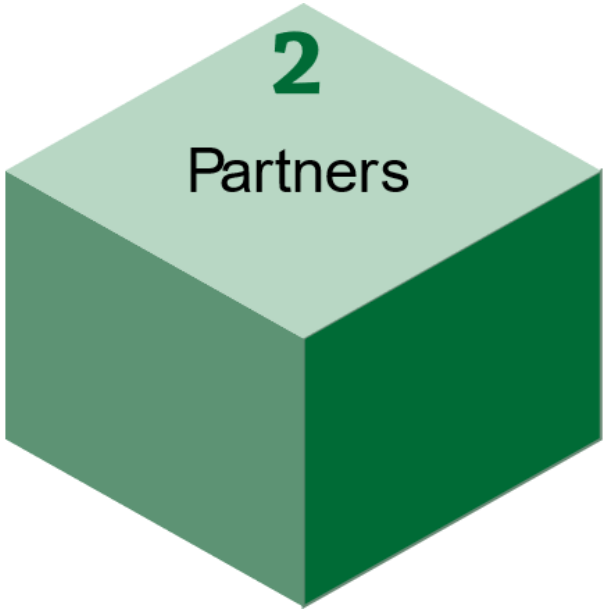
Stakeholder mapping influence/interest matrix



Organisational cultural fit



2. Build blocks of effective partnership



- Sufficient alignment of interests
- Sufficiently compatibility of values for type of collaboration
- Complementary resources
- Senior-level commitment
- Representatives have the right mindset and partnering skills

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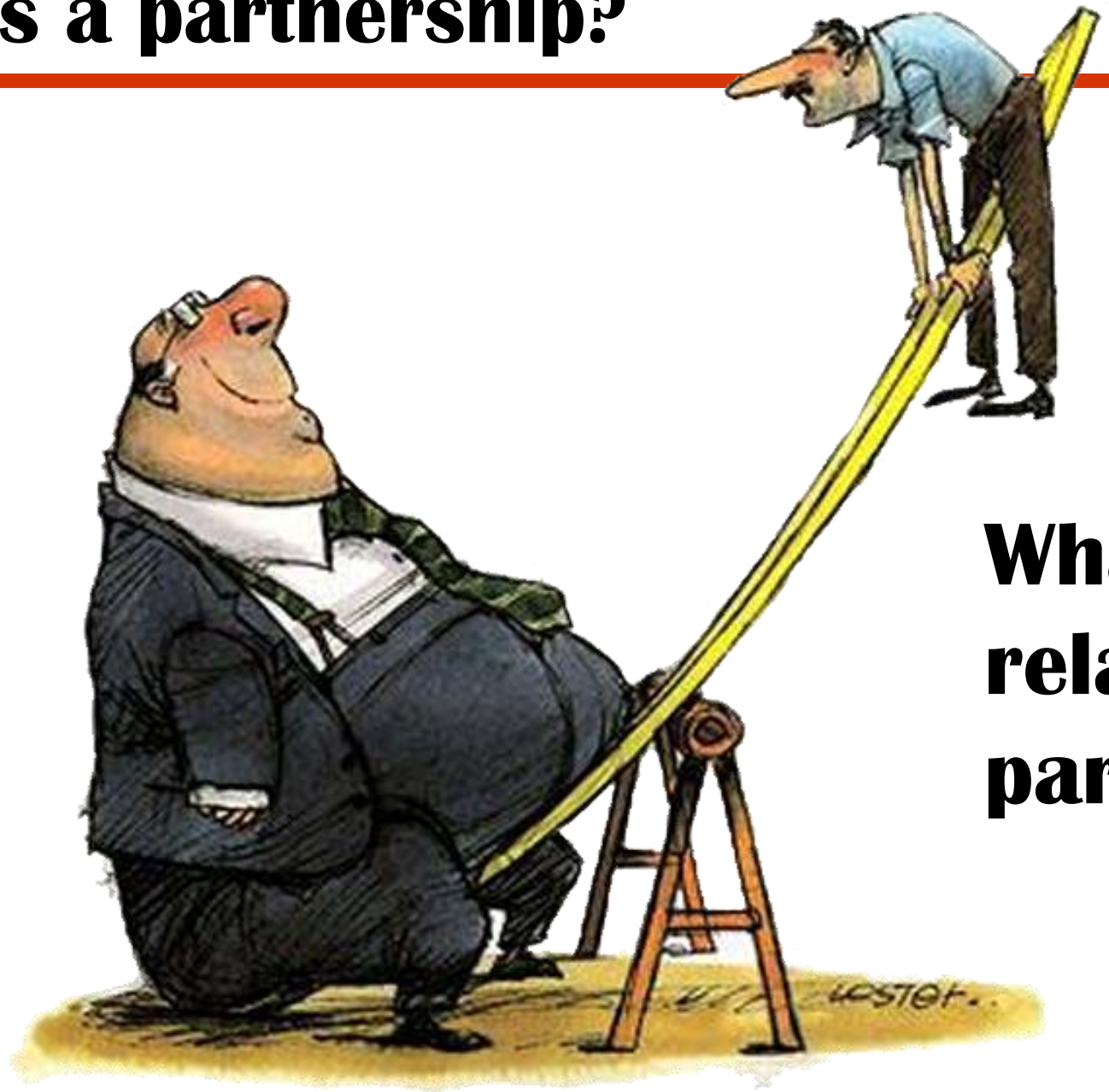
Building block 3: Partnership relationship

What is a partnership?



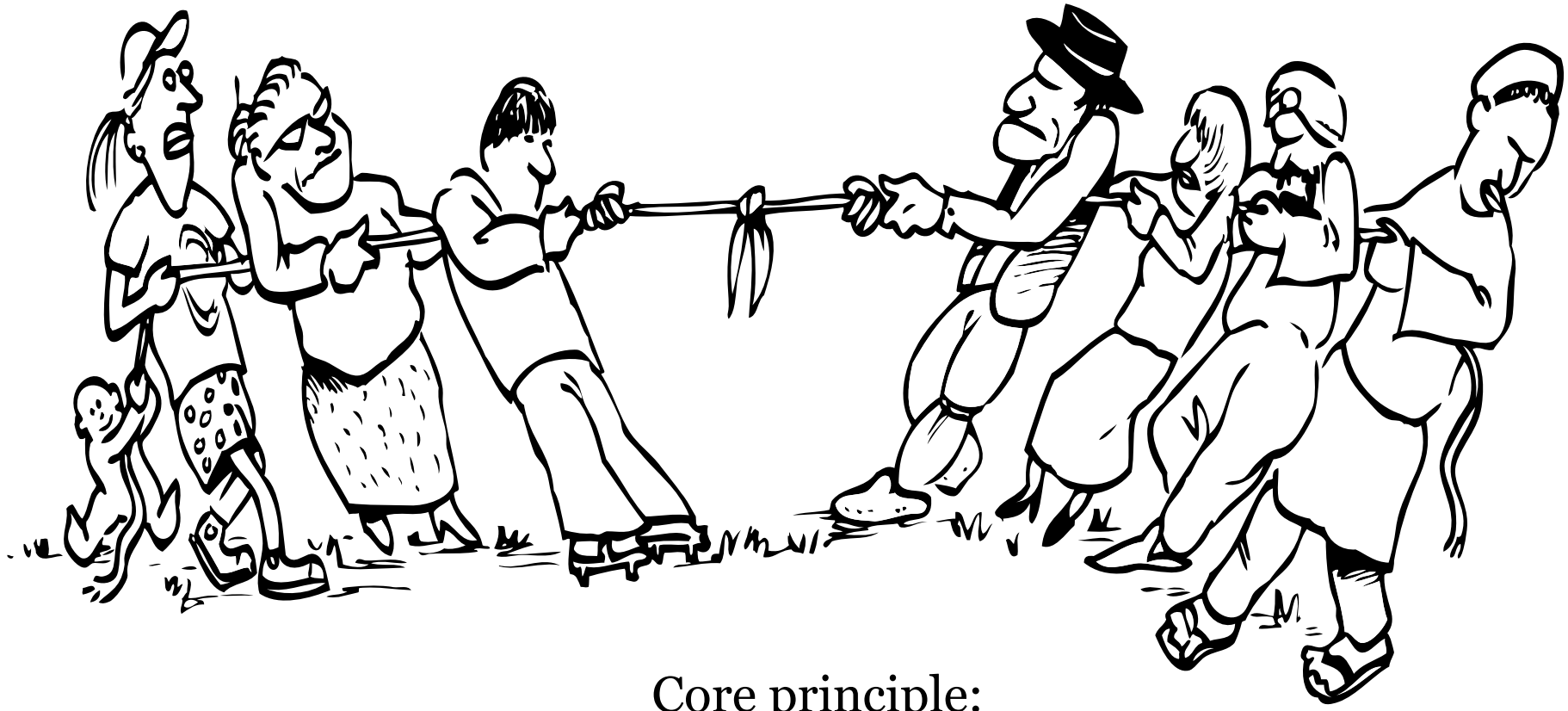
What makes a relationship a partnership?

1. Power imbalances...

Core principle:

Equity & co-creation

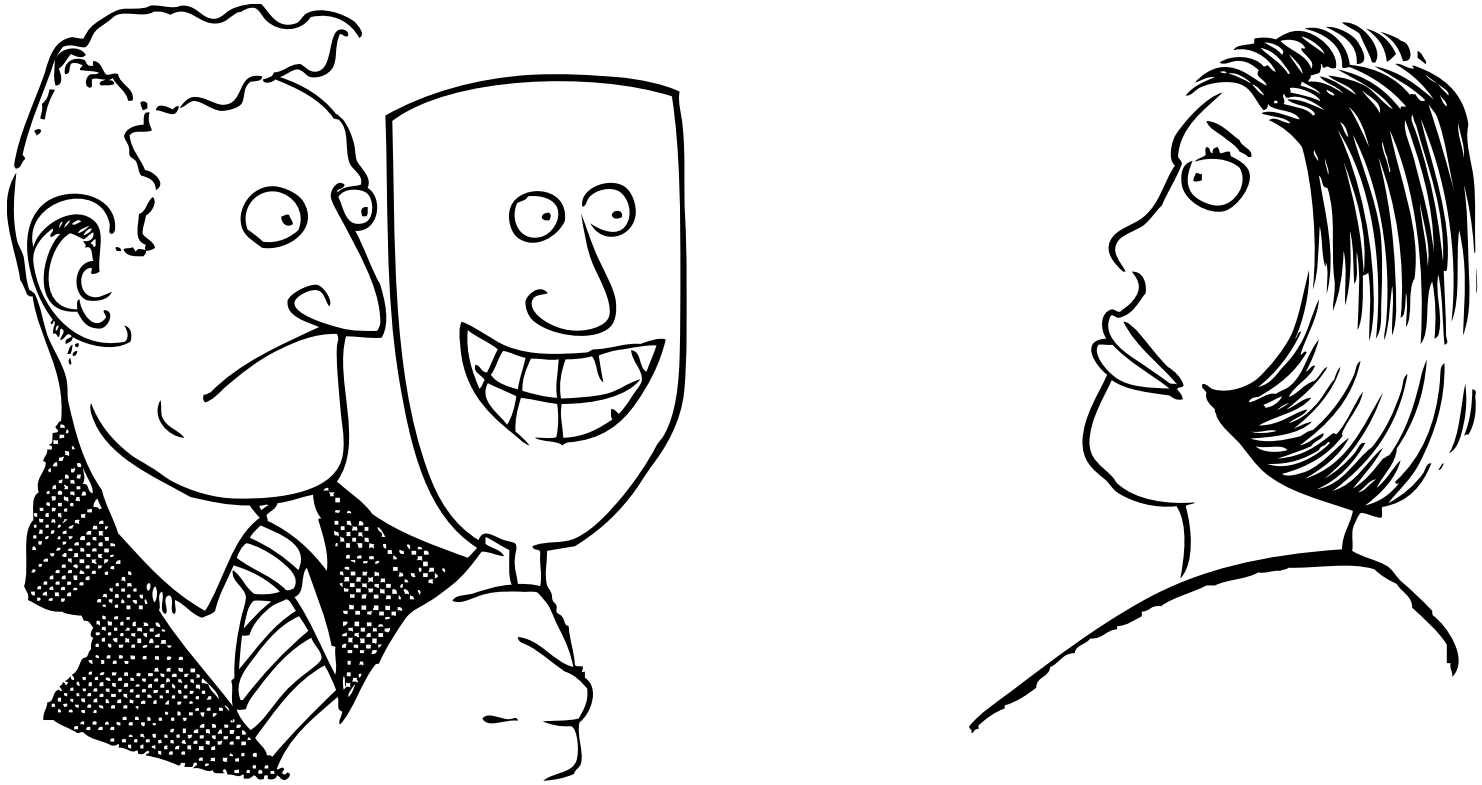
2. Partners ‘winning’ at the expense of others…



Core principle:

Mutual Benefit

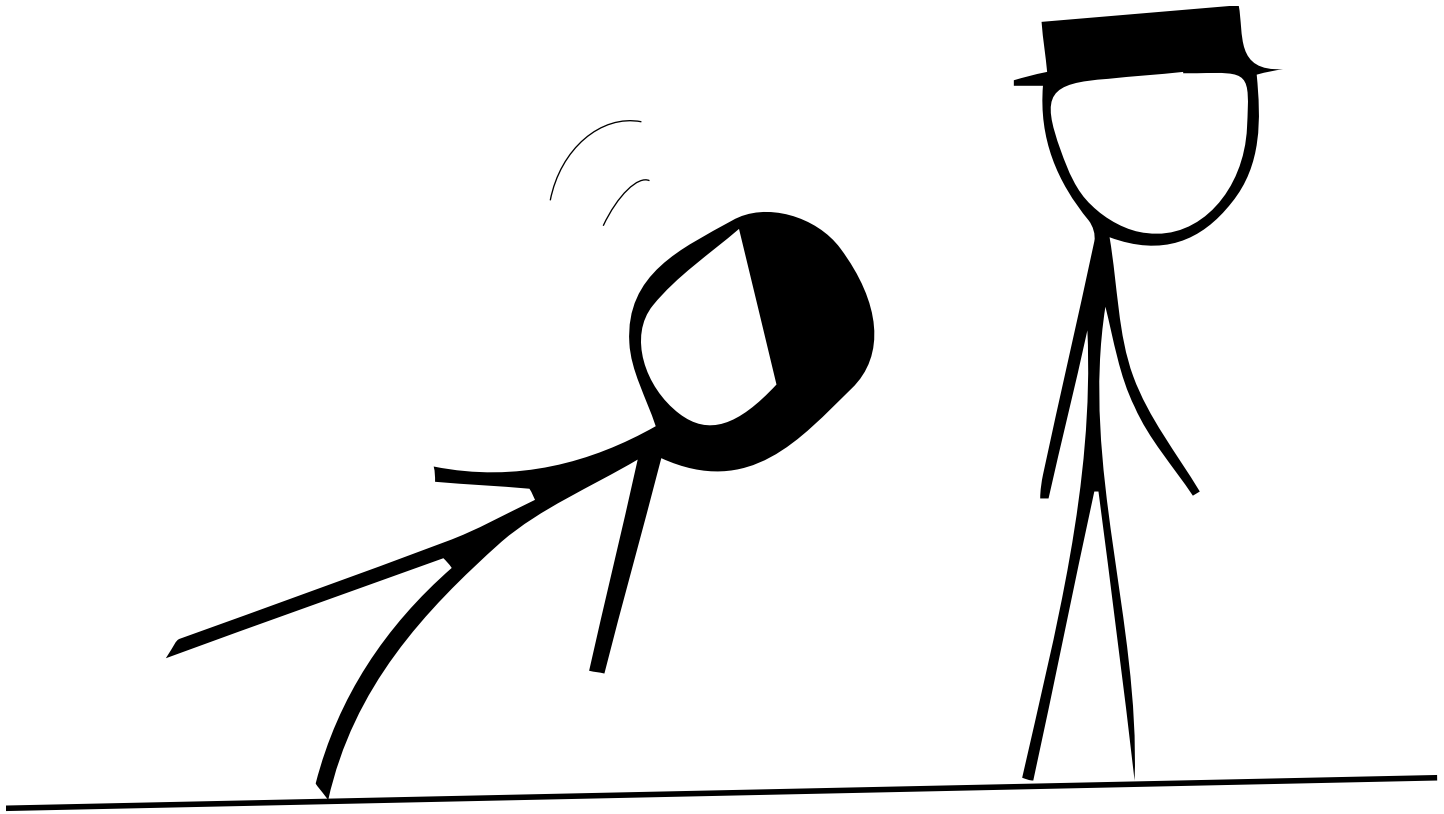
3. Hidden agendas...



Core principle:

Transparency

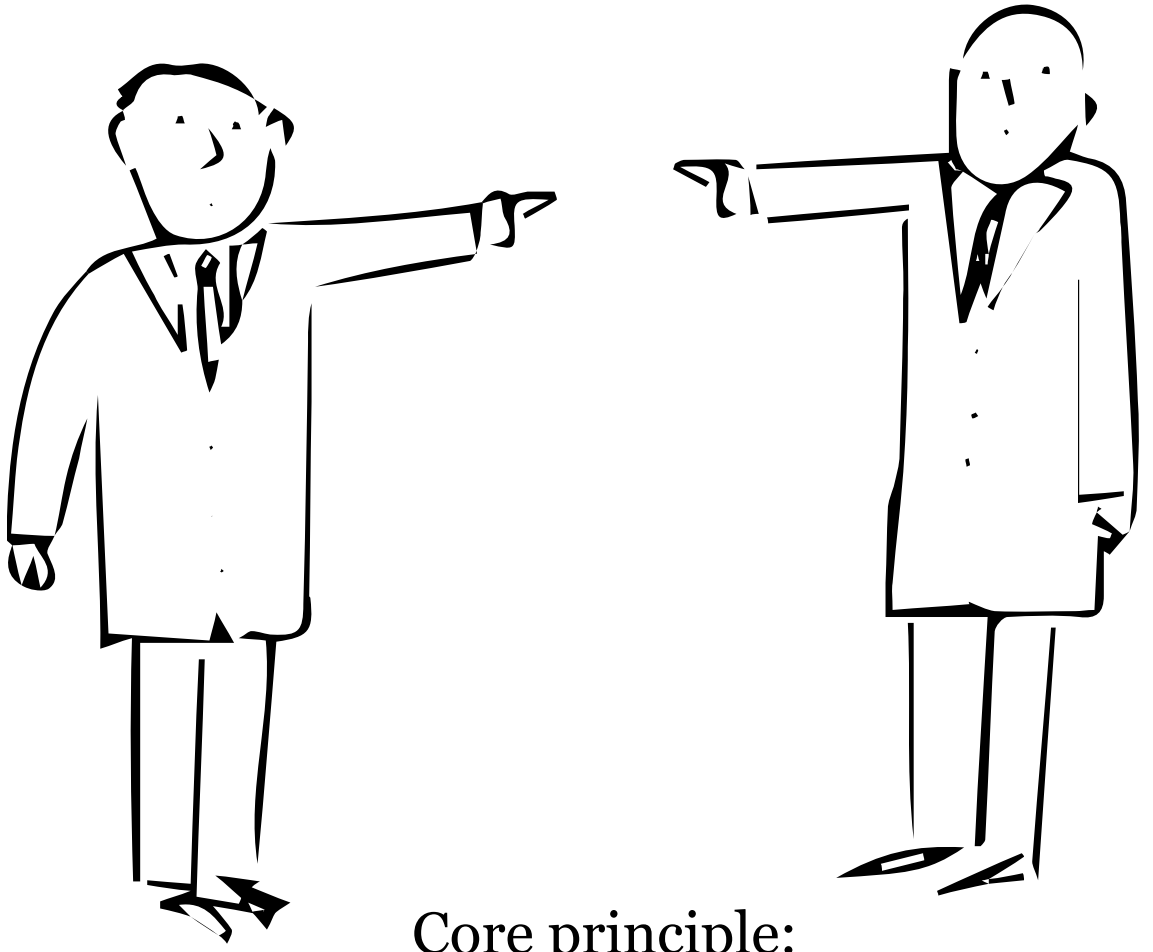
4. Lack of trust



Core principle:

Trust / Relationship

5. Lack of commitment



Core principle:

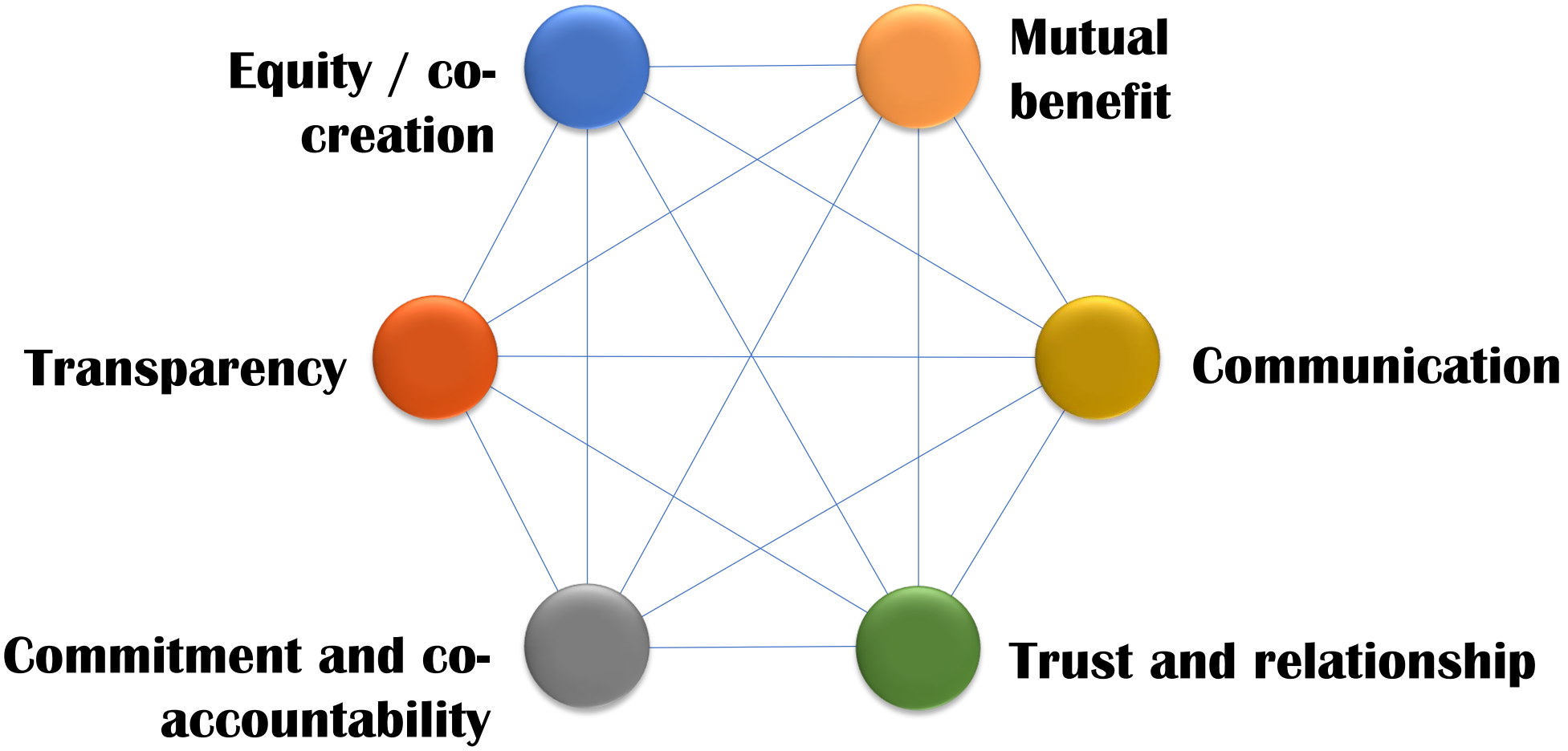
Commitment and co-accountability

6. Lack of communication

Core principle:

Communication

Interconnected principles of partnership



The Relationship Spectrum

Transactional		Partnership
One party decides the programme based on their knowledge / experience	⇔	Co-generation based on joint knowledge / experience
One party purchases a service from – or donates to the work of – another	⇔	Partners bring together complementary resources (including those such as social capital which may not be 'for sale')
Fixed contractual arrangement with clear activities and outputs decided at beginning	⇔	Collaboration agreement with clear agreed expected outcomes, flexibility over how to get there
Limited engagement from parties beyond the contractual arrangement	⇔	Stronger engagement and commitment beyond the contractual arrangement
Each party stays in its comfort zone, doing what they normally do	⇔	Partners together create new ways of working
One-way accountability	⇔	Mutual accountability
Each party expected to have full capacity to deliver	⇔	One partner may support capacity development for another to deliver more effectively

The Relationship Spectrum

Advantages

- Well-defined and manageable commitment
- Lower management and administration costs – requires significantly less investment in relationship building
- Clear decision-making authority and unambiguous contractual relationship
- Predictable procedures and outcomes
- Clear lines of authority and accountability
- Comfortable

- Stronger potential for innovative and transformational solutions
- More appropriate/implementable approaches
- More adaptable to changing realities
- Better-informed decision-making
- Stronger commitment from partners – willing to go the extra distance
- Wider potential for influence and change
- Stronger overall accountability
- Greater potential for mutual learning

3. Build blocks of effective partnership

- Equity / co-design and decision-making
- Trust / relationship
- Transparency
- Commitment and co-accountability
- Mutual benefit
- Communication

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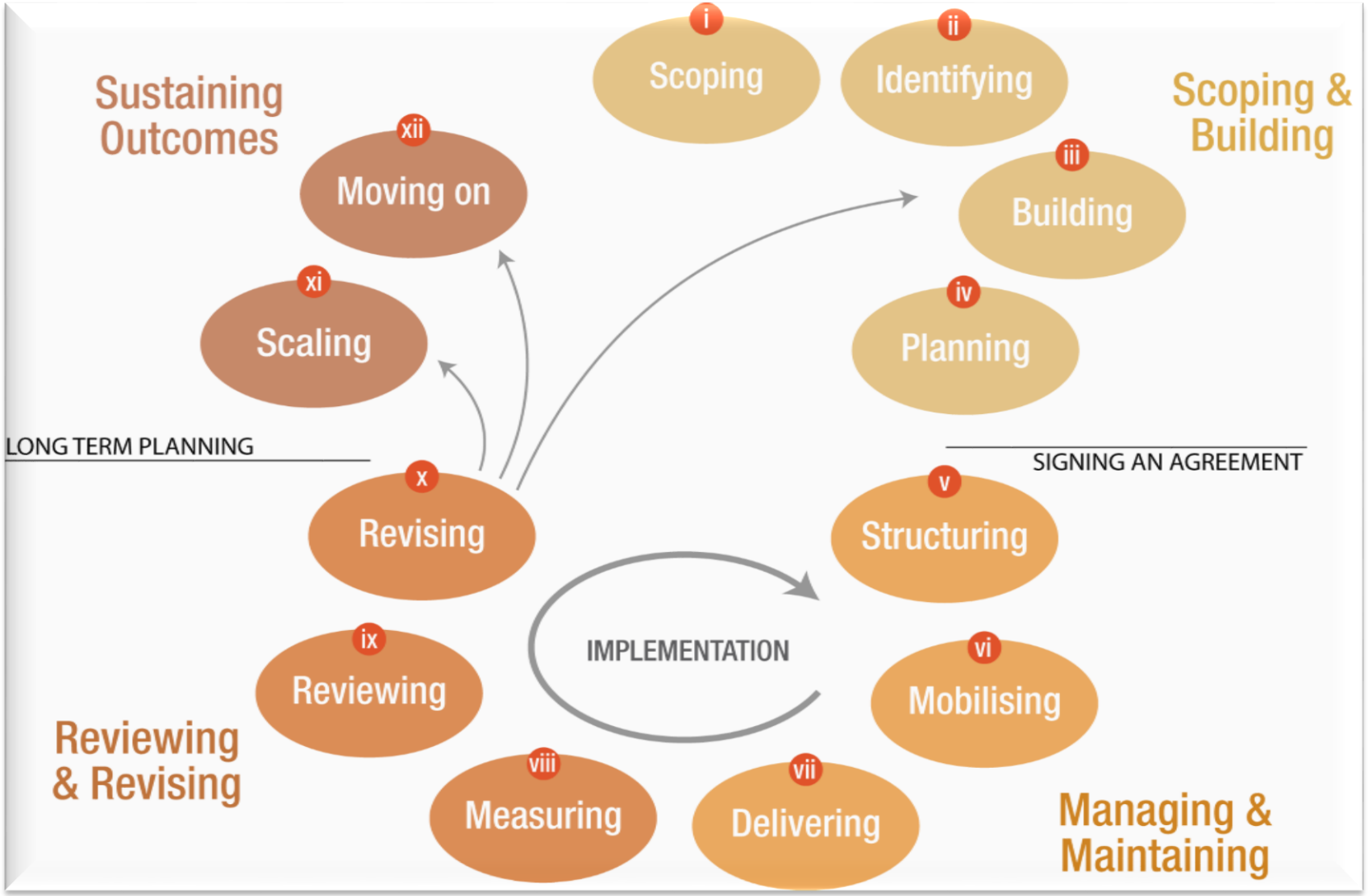
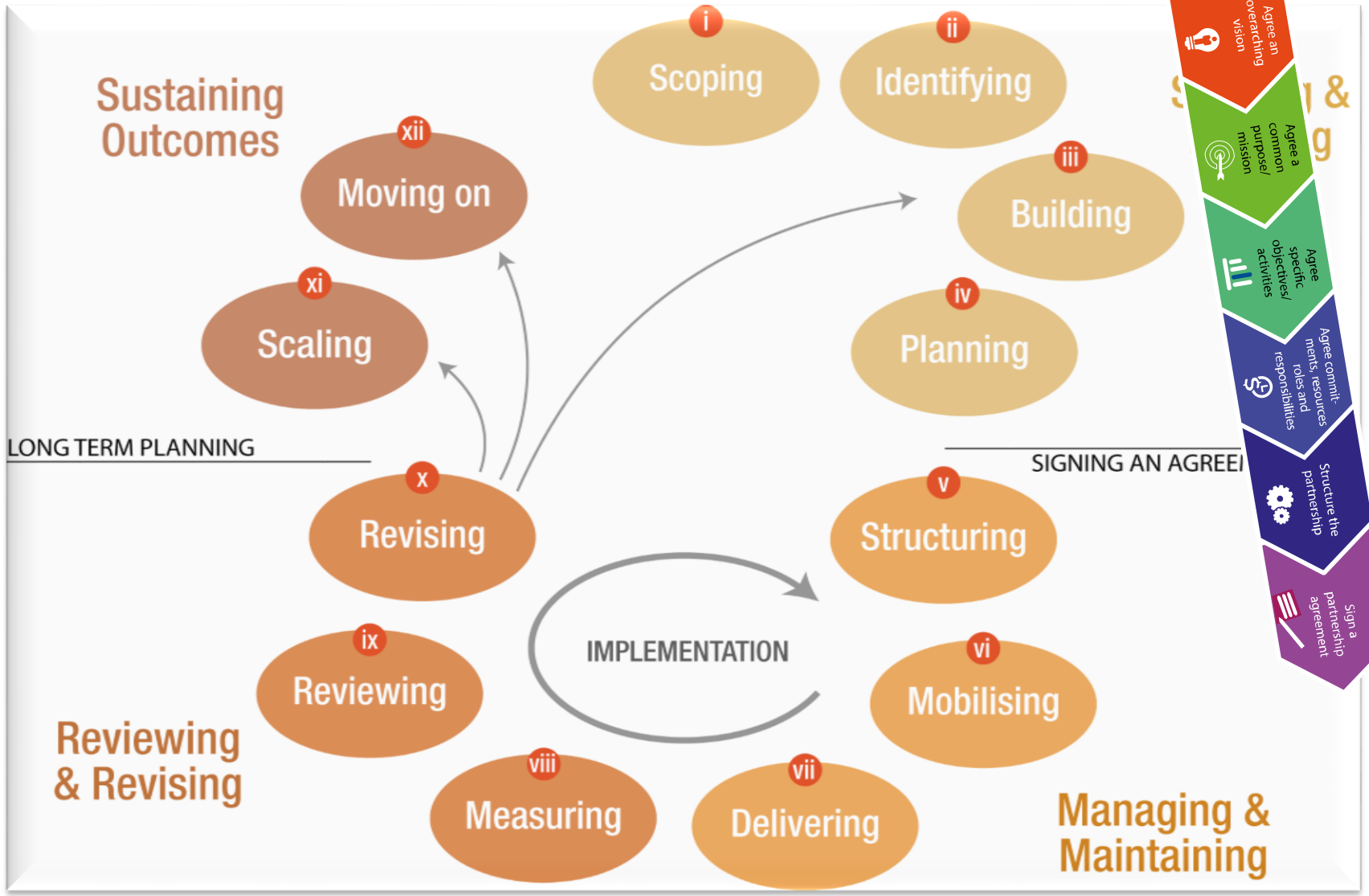
Building Block 4: Process

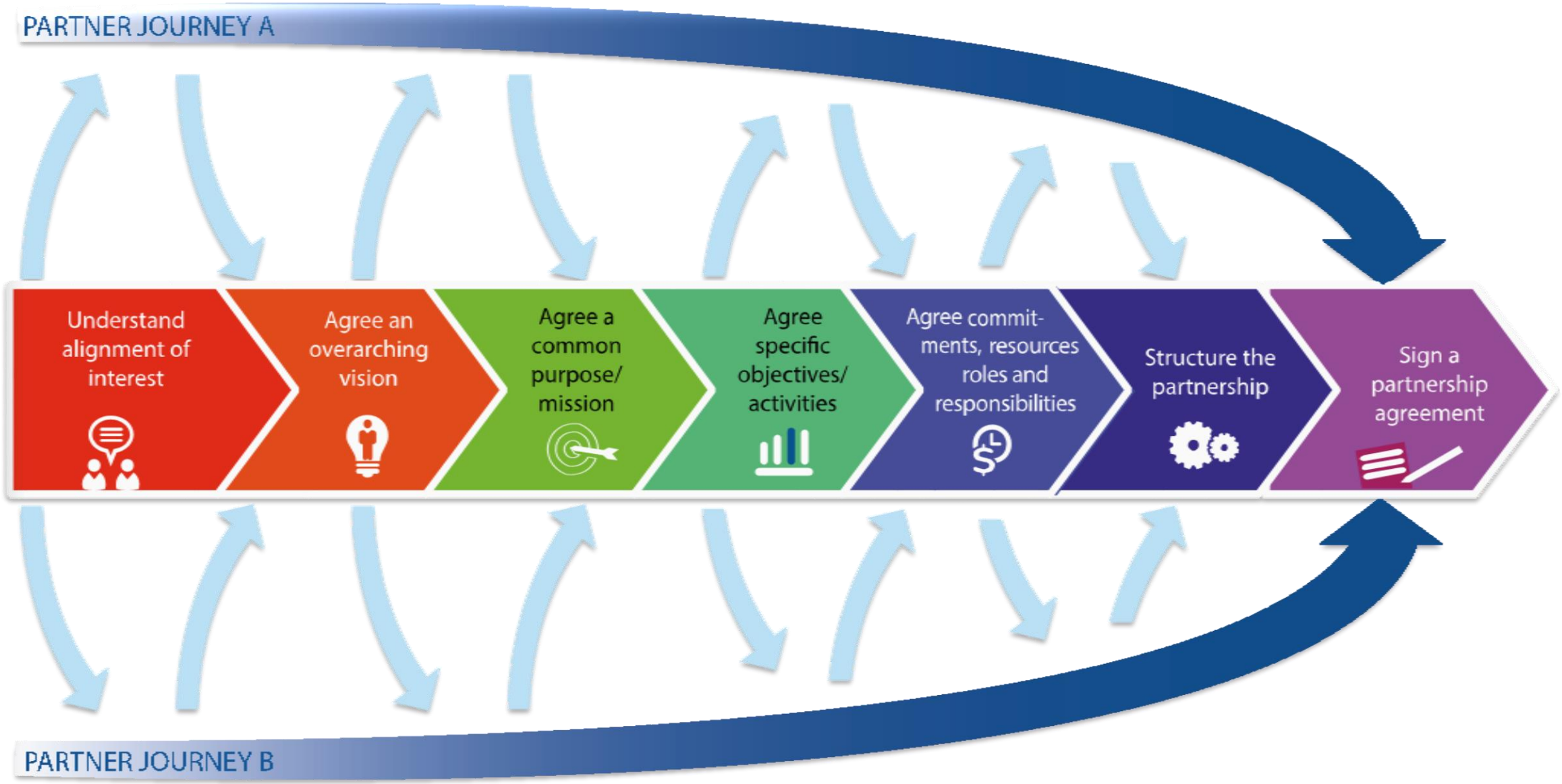
The Partnering Cycle



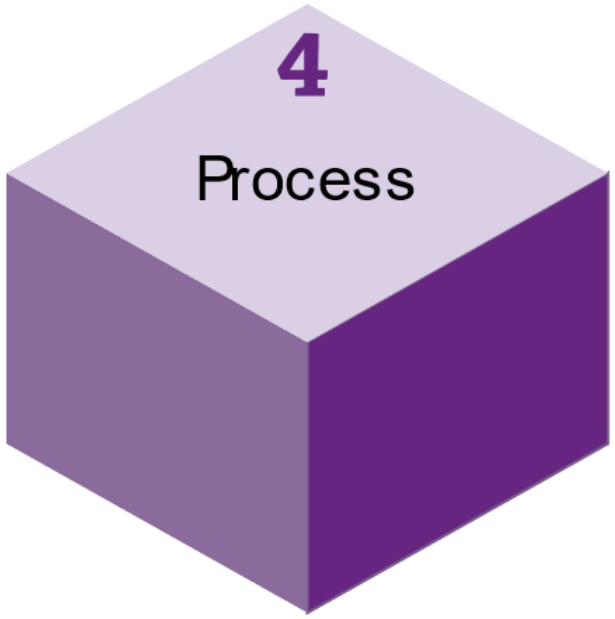
The Partnering Cycle



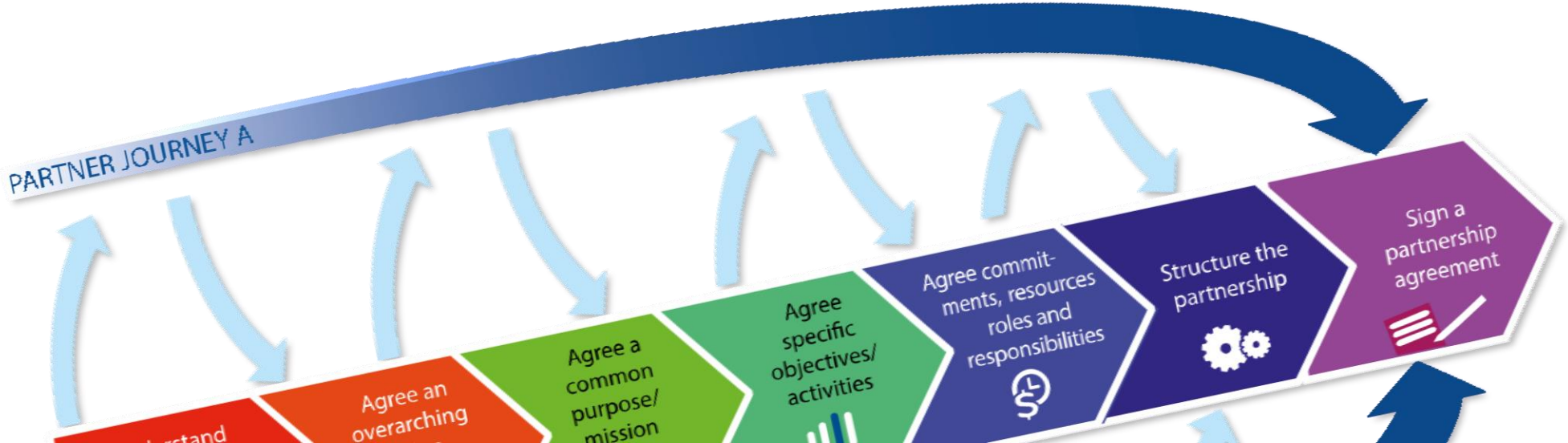
The partnership formation dance

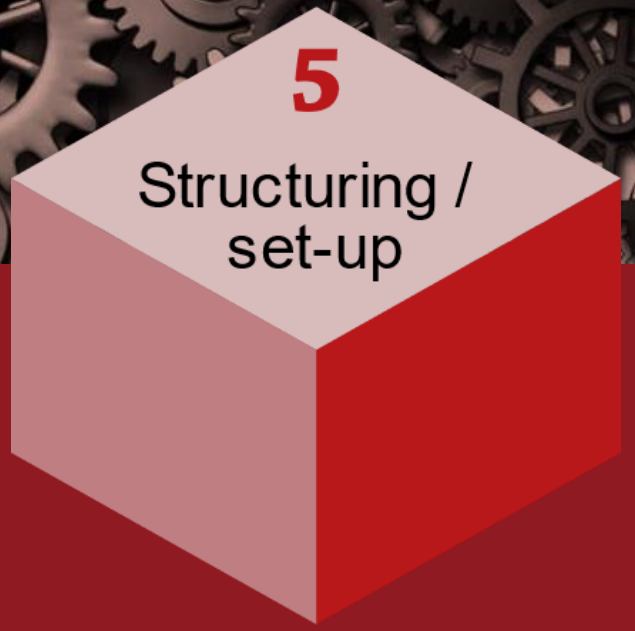


4. Build blocks of effective partnership



- Effective processes to ensure the partnerships is properly developed, reviewed, revised etc.
- One or more driving champions
- Starting small and building up
- On-going review and iteration





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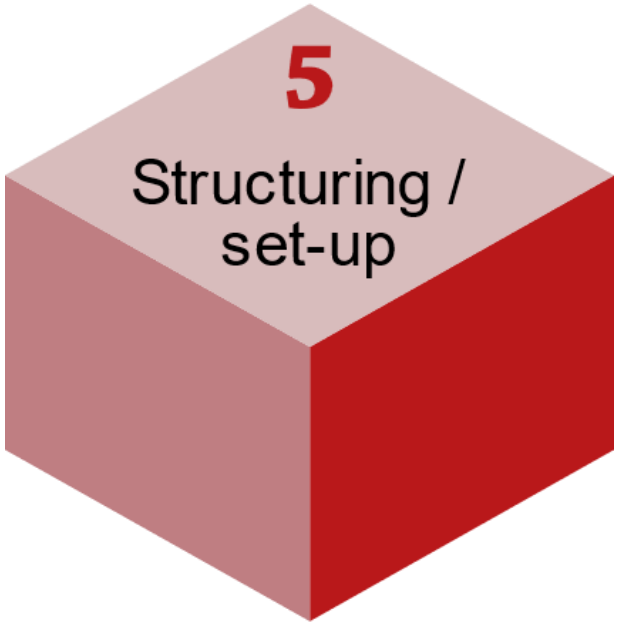
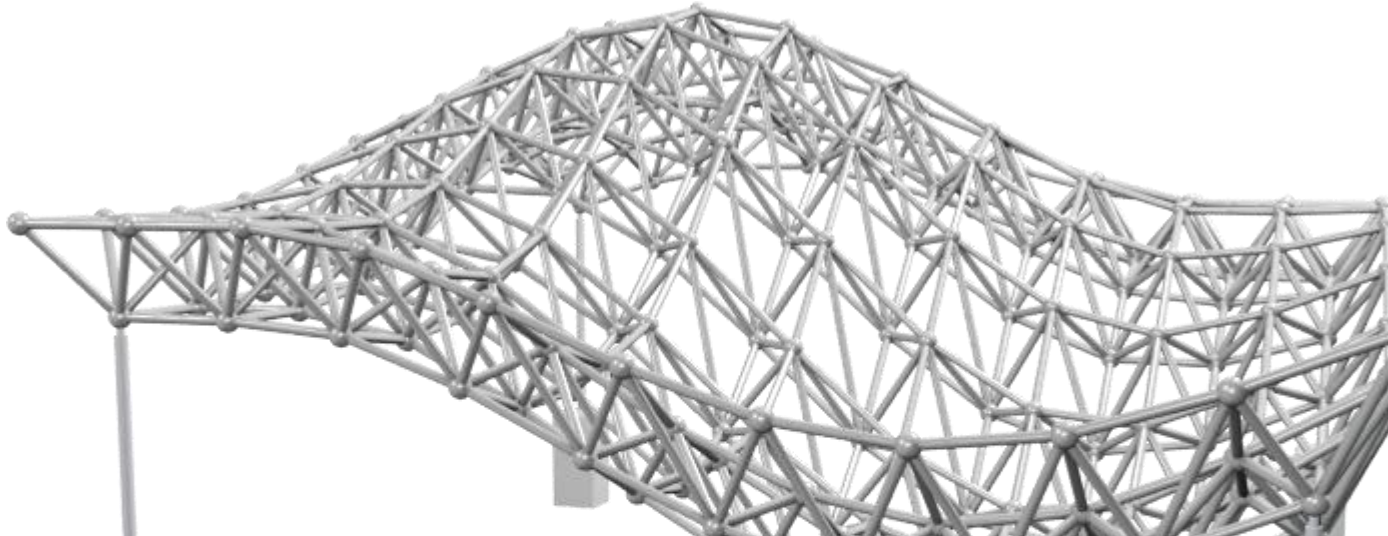
Building block 5: Structuring / Set-up

5. Build blocks of effective partnership



- Clear roles and responsibilities
- Governance, management and operational structures
- Right legal and fiduciary arrangements
- Funding / resourcing in place
- Partnering agreement in place



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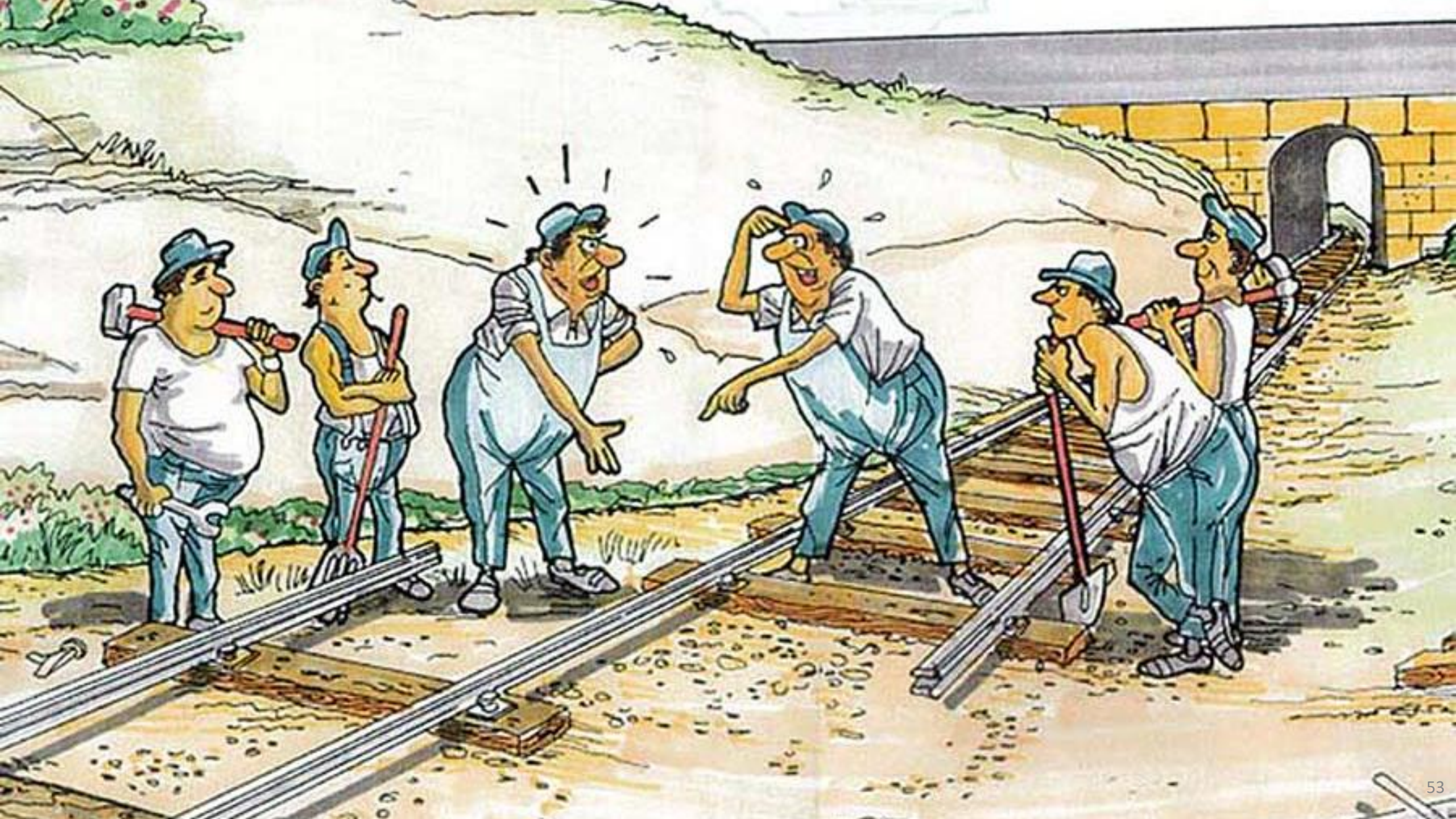
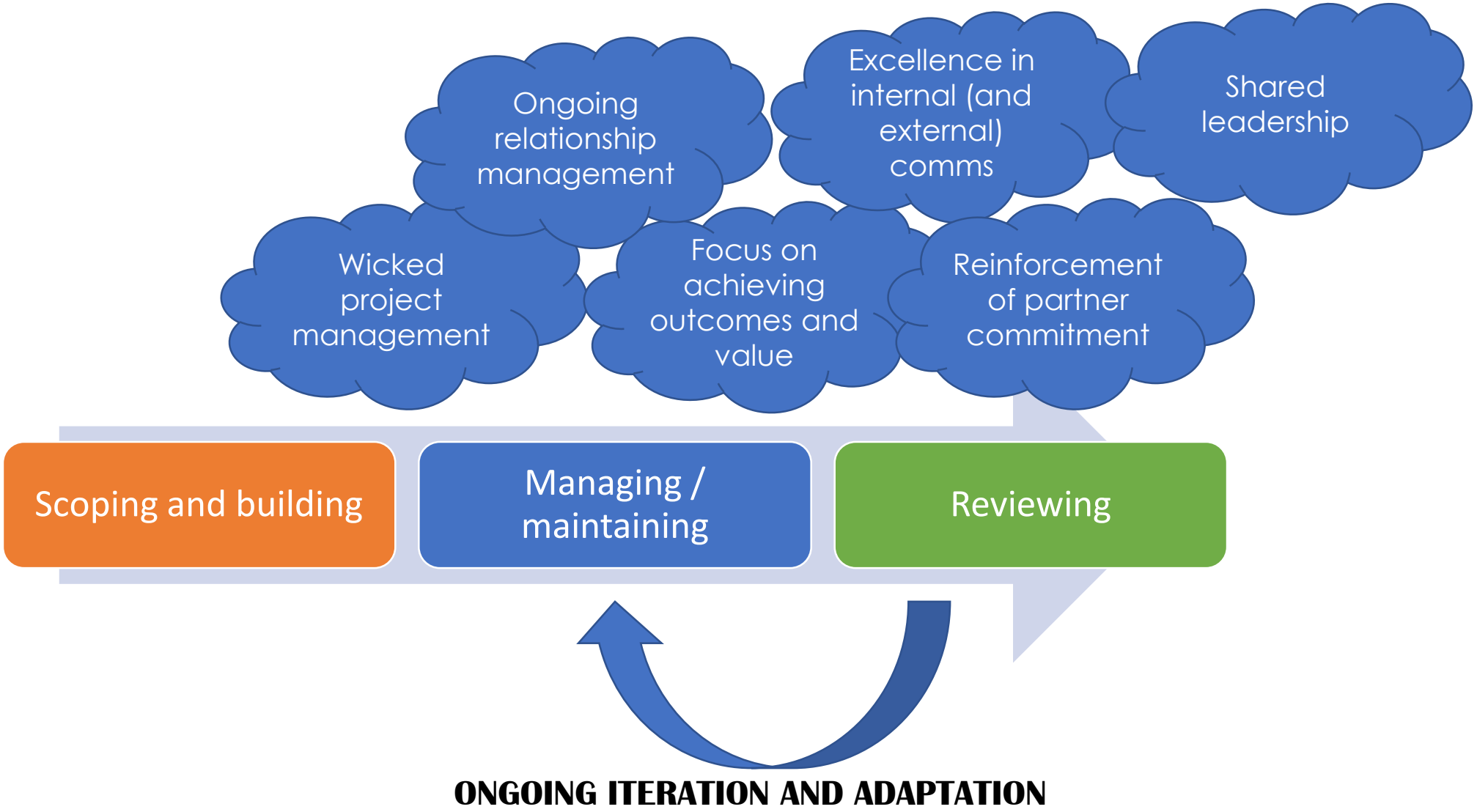
Building block 6: Management

What went wrong?

- You will shortly be shown a picture of a partnership between two organisations
- What went wrong?



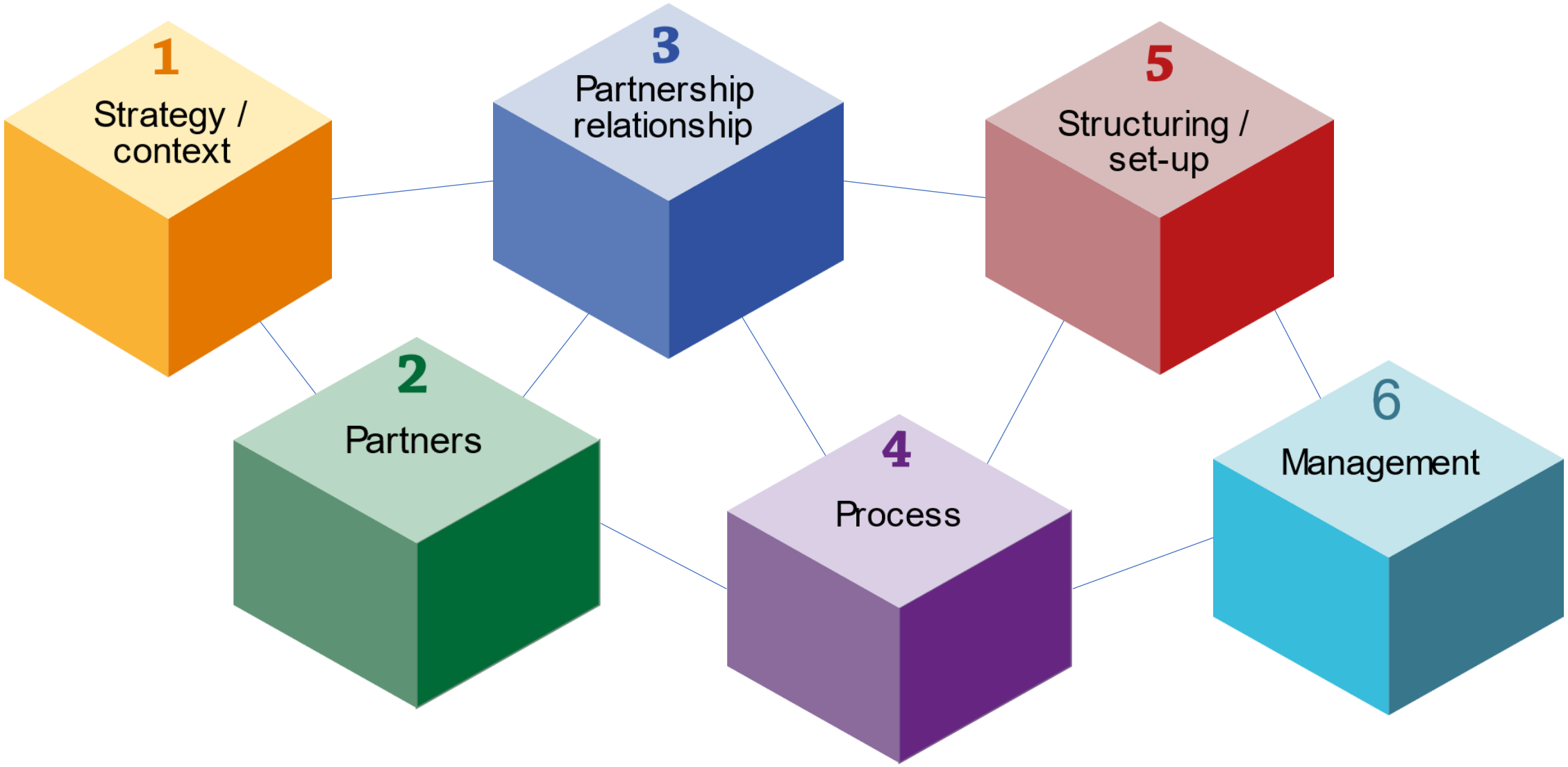
Managing and maintaining



6. Build blocks of effective partnership

- Results-orientation
- Strong project management
- Ongoing engagement and relationship management (including regular health checks)
- Excellent internal and external communication
- Monitoring and reporting
- Learning

Building blocks of effective partnering



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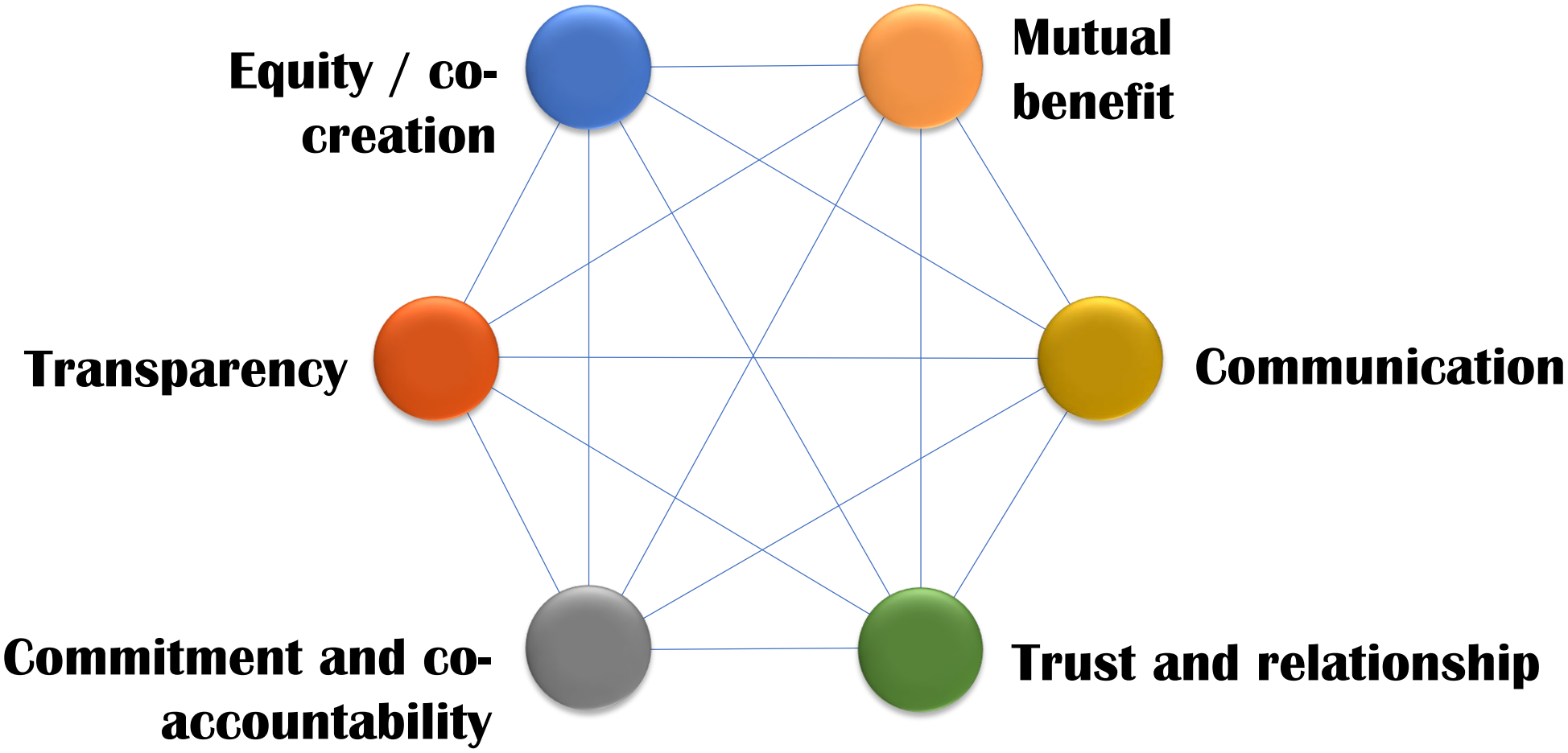
How to be an attractive partner

How to be an attractive partner (1)

How to be an attractive partner (2)



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GOOD LUCK!