



## Slides – An Example to support the Event Design Tool

Strategic Meeting

# MAKING PARTNERSHIPS EFFECTIVE



# What drives our partnering agenda?

Introduction followed by work in partner groups

- *Why are we partnering?*
- *How can a partnership help us achieve our objectives?*
- *What is our contribution?*
- *What is their contribution?*



# Report back

**What drives our partnering agenda?**

Government Partners

Development Partners



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# **PARTNERING: BUILDING STRENGTH FROM DIVERSITY**

September 2009



# Defining the term 'partnership'

Based on a dictionary definition, the term partnership can be understood as an **ongoing working relationship** where **risks and benefits are shared**.

In practical terms this means each partner is involved in:

- Co-creating the partnership's **activities**
- Bringing **contributions** (of different kinds) to the partnership
- Committing to **mutual accountability**

# The partnering context

Whilst there may be many common features in the **partnering process**, no single partnership is like any other.

All partnerships are highly **context-specific** and will invariably be a reflection of the surrounding circumstances.

Sometimes it is necessary to settle for a '**good enough**' partnership until the local conditions change.

Often the partnership itself can help to **influence** and bring about change.

# Strength from Diversity:



- SWOT exercise revealed **many shared perceptions** of the TWG partnerships between the two partner groups – this is a good place to start
- Any partnership is strong when **different partners bring different ‘resources’** to the partnership
- All partnerships struggle with issues of **consensus and leadership** – in any partnership many types of leadership are necessary in helping to reach agreement and turn words into action
- How can diversity be seen as a **strength not a weakness?**

# Partnering: Working through the challenges

Work in small mixed groups – each group selects one challenge to work on.

- *Do we understand the problem in the same way?*
- *What would solve this problem?*
- *How will we know it has been improved?*



# Challenges to choose from

Taken from the SWOT analysis

- 1 Resources wasted
- 2 Unresolved ownership issues
- 3 Competing priorities
- 4 Power imbalance
- 5 Hidden agendas
- 6 Too formulaic an approach





# Report back

## Solutions to 6 important challenges



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**PARTNERING:  
DEVELOPING A PROBLEM-SOLVING  
APPROACH**

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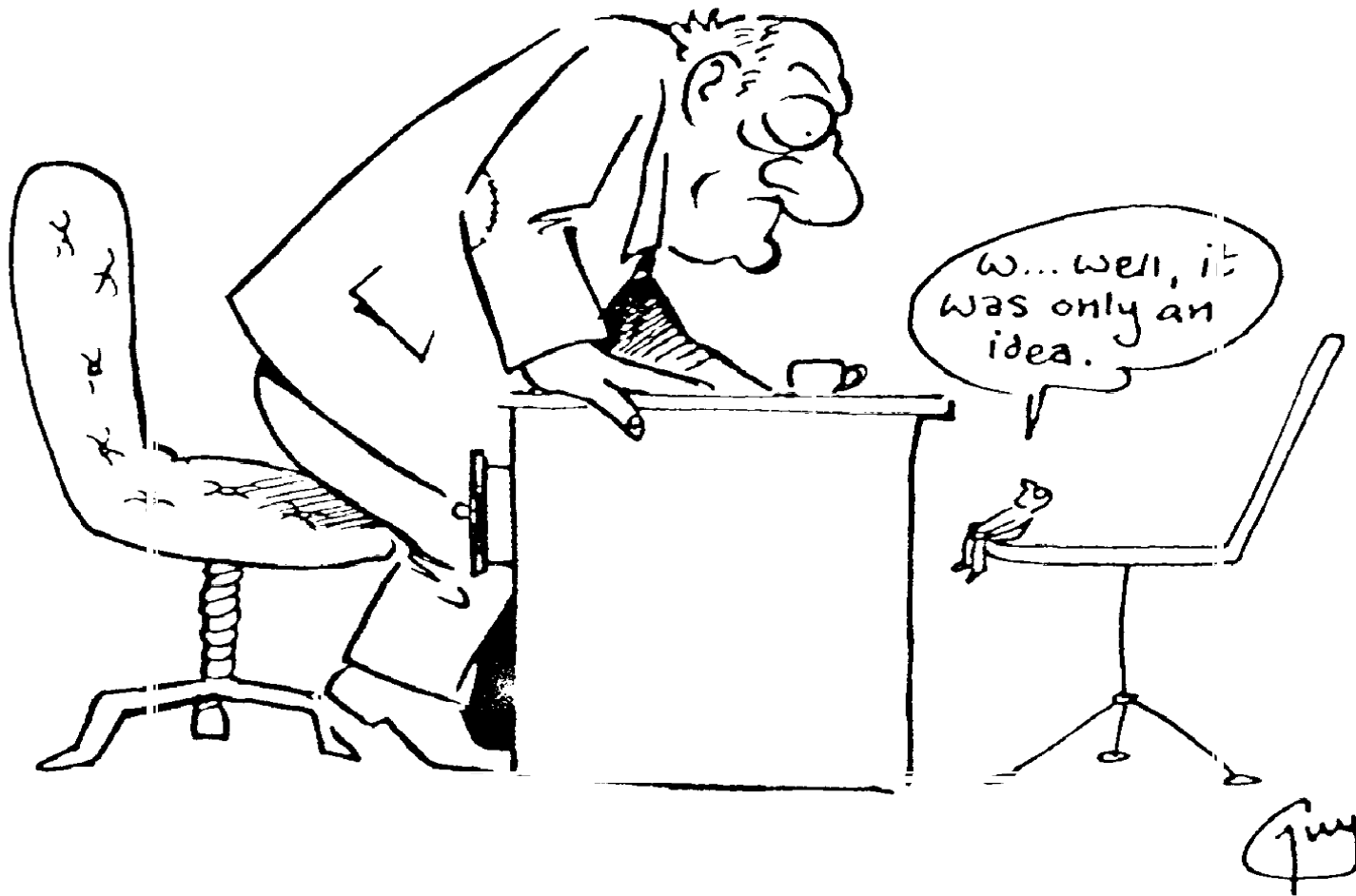
# Partnering skills and values

Key partnering skills include:

- **Active listening and plain speaking**
- **Appropriate communications**
- **Interest-based negotiation**
- **Brokering and facilitation**
- **Learning and innovation**

Key partnering value:

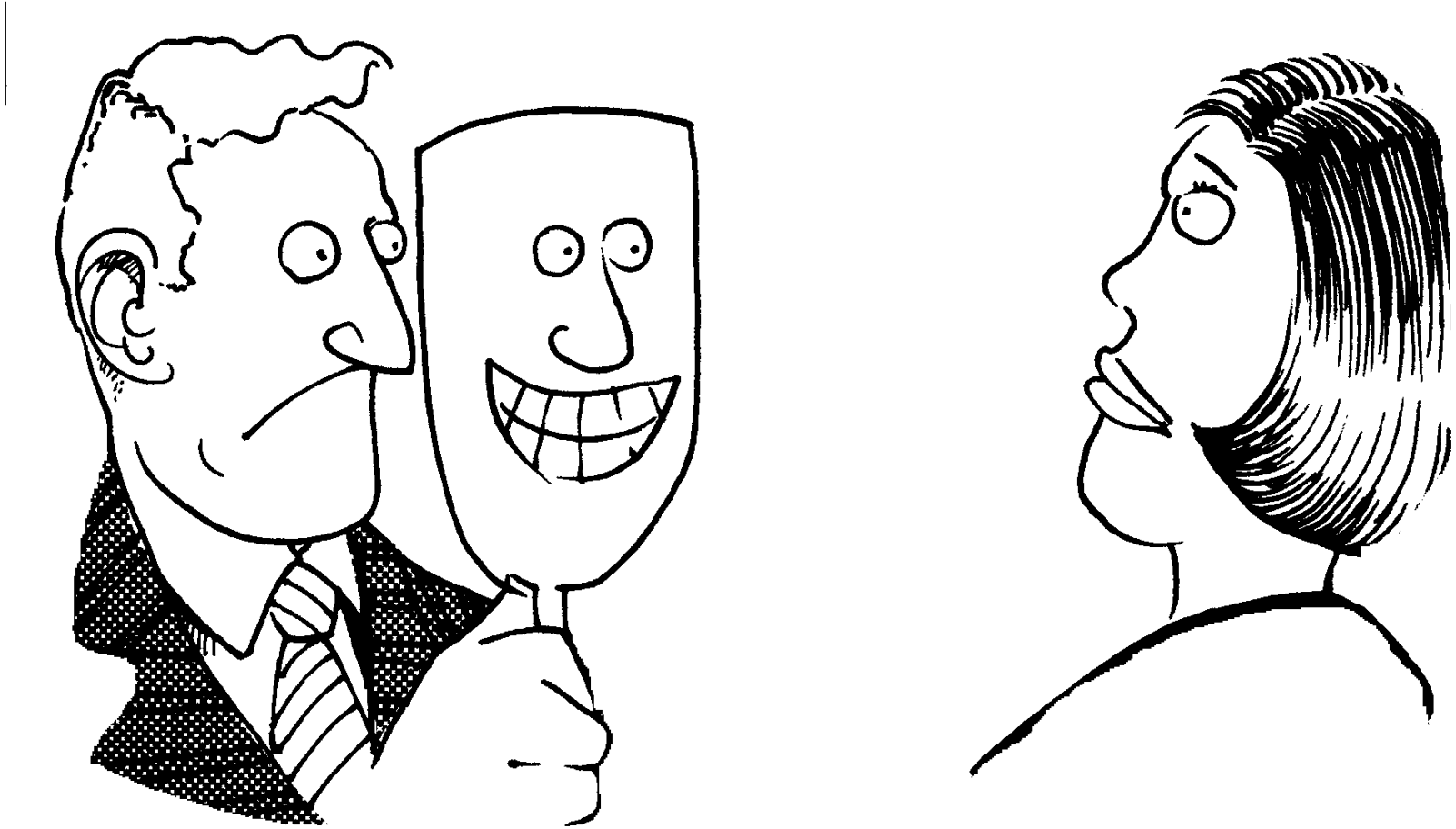
'EQUITY'...?



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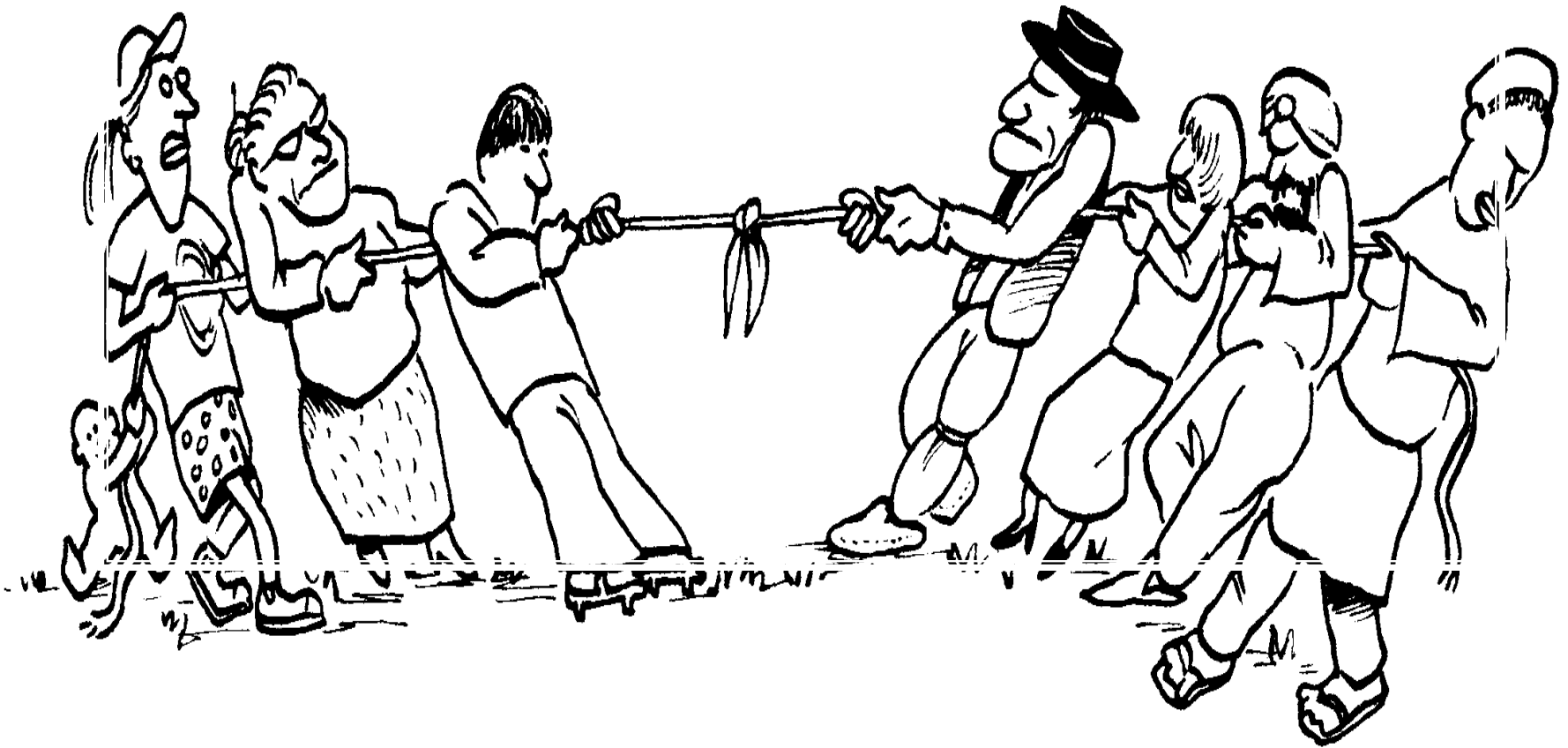
Key partnering value:

**TRANSPARENCY... ?**



Key partnering value:

'MUTUAL BENEFIT' ...?



# Why these values?

**EQUITY**

*because it leads to*

**RESPECT**

**TRANSPARENCY**

*because it leads to*

**TRUST**

**MUTUAL BENEFIT**

*because it leads to*

**SUSTAINABILITY**



# What is good partnering behaviour?

- Taking time to **understand** your partner's point of view / constraints / priorities (*active listening*)
- Taking **personal responsibility** for the process (*exercising leadership*)
- Actually **doing** what has been agreed (*taking action*)
- Being willing to **learn** from each other (*being open*)
- Being **accountable to each other** as well as to your own institution / line manager (*being responsible*)
- Being willing to **change your approach** / direction if necessary (*being flexible*)

# Partnering: Opportunities and Threats

At your tables work on one opportunity or one threat

– *Opportunity and how to maximise it?*

OR

– *Threat and how to reduce it?*

Followed by report back from groups

# Task in mixed groups (each group will be allocated 1 issue)

Taken from the SWOT analysis

## OPPORTUNITIES

1. Strengthen learning and linkages
2. Build partnering capacity
3. Draw in new stakeholders

## THREATS

4. Different drivers of new DPs
5. Clash of agendas
6. Systemic blocks



# Report back

How to maximise 3 opportunities

How to reduce 3 threats



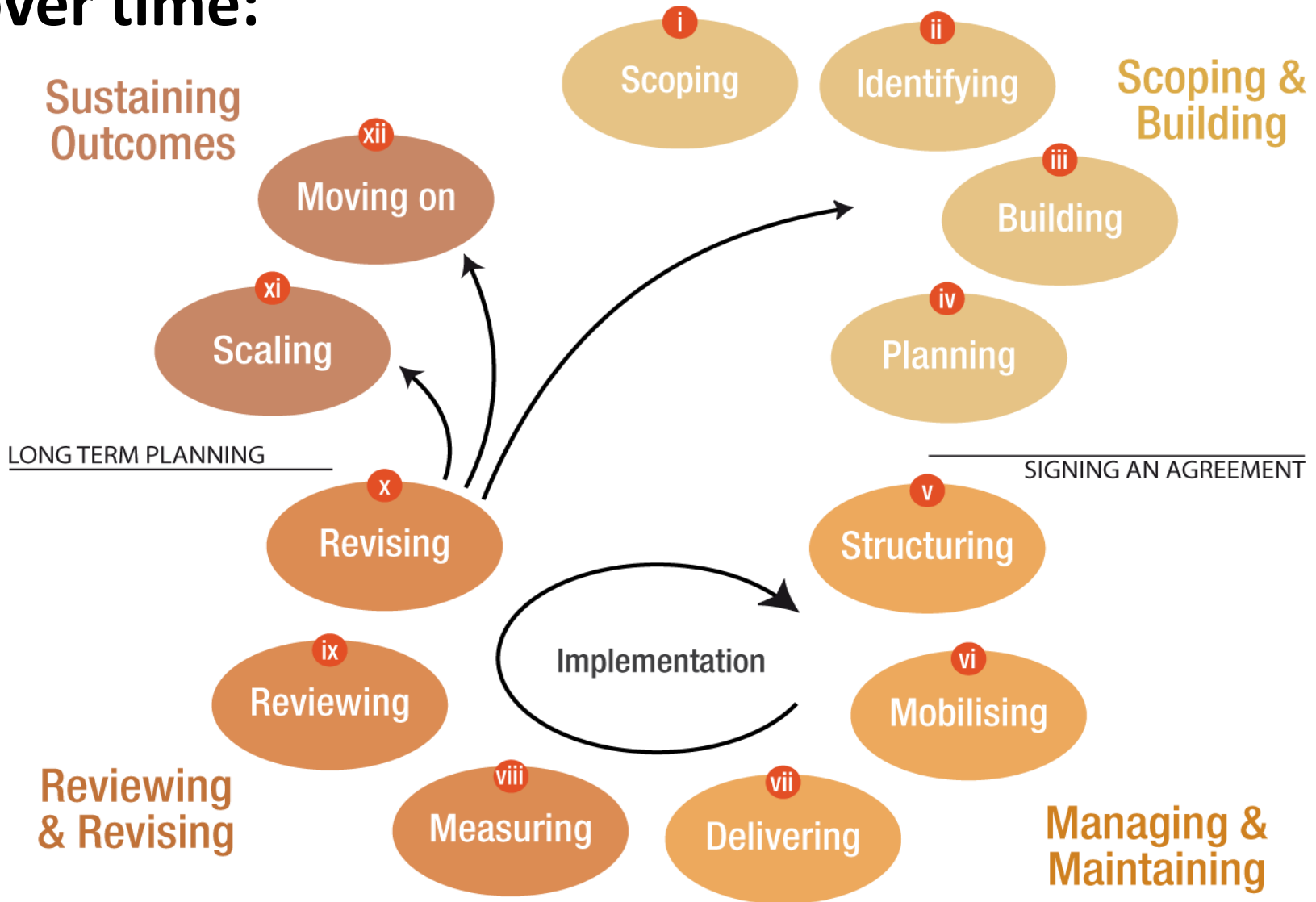
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# **PARTNERING: MANAGING THE PROCESS**

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# Typically partnerships have phases and change over time:



# Forward planning 1 – Working in TWG clusters:

- Explore how this TWG partnership has **evolved** so far
- Discuss what **changes** are now needed (structural and behavioural)
- Agree how these proposed changes will be **implemented**

## Review of progress

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# **PARTNERING: MEASURING THE VALUE**

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# What will partners want / need to measure?

Partnering can be high in transaction costs – especially when the process is not well managed and partners do not give the partnership priority.

For partners to remain engaged they need to see evidence of:

- Tangible impact
- Efficiency & effectiveness
- **The added value of a partnering approach**

## Forward planning 2 – Working in TWG clusters:

- Explore the **value** of the TWG partnering approach so far
- Discuss how to **build more value** for your TWG going forward
- Agree **how** your TWG will **measure value** going forwards

# Partnering: The Communications Imperative

## TWG clusters – Forward Planning 3:

- Discuss several and agree 1 action to **build wider stakeholder commitment** to TWG as a mechanism
- Discuss several and agree 1 action to **share lessons** across TWGs

## CDC group:

- Drawing on what you have heard, explore how your coordinating role should evolve

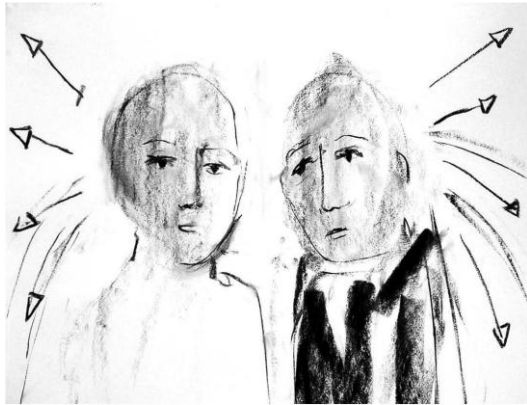




# Report back

**2 action points from each TWG & response from CDC**





# **Conclusions from the Strategic Meeting and discussion of next steps for this initiative**