



Making Partnerships Effective

Report on Stage 2 of the Project, Recommendations for Stages 3 and 4 and Products from Stage 2

Submitted on 30 September 2009

Making Partnerships Effective

Report on Stage 2 of the Project

Overview of Stage 2

The focus for Stage 2 of the project was on the Strategic Meeting, which was designed for the TWG leaders (with representatives from both the Royal Government of Cambodia and Development Partners). It was aimed at senior people involved in the TWGs and focused on issues of leadership, strategy and systems.

The Strategic Meeting took place on 9 and 10 September 2009 and was facilitated by The Partnering Initiative and VBNK working as a team. All 19 TWGs were represented. The participants included 40 government partners, 22 development partners and 23 CDC officials.

The Strategic Meeting aimed at building a strong and shared understanding of: what partnerships can achieve; how best they can be led; what competencies are needed for them to be managed effectively and how their true value can be assessed and maximised.

The planned outcomes of the Strategic Meeting were:

- More confident ownership of the TWG process by all the partners
- Greater coherence in the TWG work
- Recognition of the importance of good leadership and facilitation in partnering well
- Understanding the way a partnership evolves and managing change effectively
- Ideas on how to measure a partnership's value
- Building commitment to sharing lessons across TWGs

During the meeting partners worked together to explore how partnership lessons can best be adopted and applied to their TWGs in the future.

The Strategic Meeting was closely based on the detailed SWOT analysis compiled by the project team during Stage 1 - based on 1-to-1 meetings and focus group meetings with Government Partners and with Development Partners.

The Partnering Initiative and VBNK – working together for the first time – found their respective skills and approaches were highly complementary. The Partnering Initiative team¹ brought international partnering experience, frameworks and lessons to underpin and inform the work. VBNK used its wide experience on leadership development and change management as a foundation for facilitating the process.

¹ Including a Cambodian colleague trained by The Partnering Initiative currently working for AusAid.

A particular feature was that the Strategic Meeting was led bilingually – a fact that was clearly appreciated by the Government Partners.²

Each TWG has members who are now familiar with partnership models and the partnering process. These individuals – whether Government or Development Partners – have the potential to stimulate further discussion within the TWG, celebrate successes and decide on actions to make their partnerships more effective. TWGs may also – as some participants suggested – develop initiatives to engage with a wider group of Government officials, development partners and others (including NGOs and business) to build a stronger partnering culture and potential for innovation through greater diversity of representation.

Time will tell how far the Strategic Meeting has been able to influence the behaviour and productivity in the TWGs. It is clear, however, that many appreciated the opportunity to work together in a less formal way and that there was some measurable progress over the two days in terms of willingness to listen more openly and to undertake tasks more collaboratively.

An initial analysis suggests that some focused work with the TWG Secretariats and even CDC itself to build confidence in the partnership brokering process would help to secure the progress made at the Strategic Meeting. CDC is, of course, in a strong position to utilise and build on the existing network in order to share good practice as well as to complement the Paris Declaration Principles and the harmonisation progress.

The next stage of the project is a time for assimilating the lessons learned from participation in the Strategic Meeting and for the TWGs to act on the added value of effective partnering.

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Recommendations for Stages 3 and 4

We have based our recommendations on the strategic objective as outlined in the original project proposal:

To make a significant contribution to the strengthening of partnerships so that the Government can work effectively with development partners to secure the results anticipated in the National Strategic Development Plan and the Cambodian Millennium Development Goals.

The project team proposes that the continuing support (as outlined in the initial proposal for Stages 3 and 4) be somewhat modified to suit the current situation.

We suggest that some time elapses before Stage 3 is implemented – to give the TWGs the opportunity to work through some of the experiences of the Strategic Meeting.

In the interim, however, we suggest that:

- 1) There will be some immediate benefit to the TWGs from the training of 3 key individuals (one person from CDC, one person from UNDP, and one person from

² For a summary of feedback from the participant group, please see Appendix 1.

VBNK) in **partnership brokering skills** (through their participation in the Partnership Brokers Accreditation Scheme in October 2009).

- 2) The Partnering Initiative and VBANK have agreed to continue their close collaboration to build VBANK's **knowledge of international partnerships and of partnering processes**.
- 3) VBANK can provide **further facilitation** (e.g. of partnership reviews, using the PARTNERSHIP REVIEW TOOL, or of meetings dealing with particularly contentious issues) on request.
- 4) Using the EVENT DESIGN TOOL, assistance can be given to setting up and/or **facilitating further Strategic Meetings** to impact the TWGs more deeply.

When the time is right for moving more fully into Stages 3 and 4 we suggest:

- 5) Establishing a **series of partnering skills training courses** – perhaps a number of 1-day courses to focus on the key issues that are proving challenging including: Communications; Facilitating Dialogue; Public Relations; Interest-based Negotiation and Collaborative Problem-solving.
- 6) Create a more **formal partnership evaluation process** (aligned with the up-coming evaluation of the TWGs).
- 7) Work with **CDC key staff to continue to build their capacity** to effectively broker and support TWGs individually and collectively.

Towards the end of the first quarter of 2010, we suggest that there is an exercise to take stock of what has happened with respect to making partnerships more effective. The lessons learned at that time will give clear direction to defining the priorities for the final stage of this project, which is currently planned to be completed in August 2010.

Further Suggestions from the Partnering Initiative and VBANK

THE PARTNERING INITIATIVE

- The Partnering Initiative would continue to provide links for TWGs and CDC to international partnering experience.
- Medium term, we would make our tools, training materials, case studies and action research findings available to VBANK as an 'Associate Organisation'.
- Longer-term, we are keen to align this work with the research element of our international PARTNERSHIP BROKERS PROJECT by tracking and evaluating the impact on partnerships of facilitated interventions and brokering (note: This is a project currently under discussion with UNDP, GTZ and others. Our view is that the Cambodia / TWG / CDC model is of keen interest to others and it would be excellent to capture lessons that could be transferred).

Ros Tennyson
Director, The Partnering Initiative

VBNK

VBNK sees that it can further add value to this initiative in the following three areas:

- VBANK is available to provide specialist facilitation and support services on an as-requested basis. We also have experience providing coaching to individuals and teams that find themselves stuck and are looking for a way forward.
- Medium-term, we are exploring the possibility of developing and delivering a partnership brokers training in Cambodia. This would allow the training to be available to more people in the different Technical Working Groups and in other sectors. Given the increasingly important role that the private sector is playing in Cambodia's development, we also see the potential of involving participants from the Government, donor and private sector.
- Longer-term, we are also looking to expand our Learning Resource Centre through adding a range of partnership resources (including partner-specific training courses and materials, case studies and tools) linked to The Partnering Initiative's international network of Partnership Resource Centres.

Graeme Storer,
Director, VBANK

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Products from Stage Two

1. TWG Partnership Review Tool

Introduction

This tool is designed to help you review a partnership to assess whether it is achieving the goals and expectations of the individual partner organisations. It is essentially a **health check of the partnership** rather than a more formal audit or evaluation of the programme of work that the partners have undertaken. The intention is that partners will work through the process together and, by doing so, will understand what more is needed to strengthen the partnership and make it more effective and productive.

How to use this tool

- The idea of undertaking a review should be discussed with the partners and the precise approach adapted to suit the specific requirements of the partnership
- Ideally the process will be undertaken willingly as a welcome opportunity to take stock, celebrate progress and identify where things could work better
- Partners should be given a copy of the agreed template and asked to prepare for the review by thinking through the questions / issues in advance – where appropriate having discussions with other stakeholders to gather their views.

Review facilitation

- One (or two) people should be identified as ‘review facilitators’ whose task will be to help partners work through the process systematically and respectfully. They can come from within the partnership, from CDC or from an external organisation with the appropriate experience. Whoever undertakes this role must have:
 - Knowledge of partnership as a sustainable development mechanism
 - Credibility with all the partners as being non-judgmental
 - Good listening, speaking, data collection and reporting skills
 - Authority to manage the review process without hindrance.

How to use the review findings

The review findings are **for the partners** rather than for any external evaluators. Partners can use the review process in a number of ways including:

- **Recording what has worked well** and the value the partnership has brought to the partner organisations
- **Identifying where things are working less well** and agreeing to take specific actions (whether behavioural or technical) to improve the situation
- **Setting a benchmark for good partnering practice** against which to assess progress in the future
- **Building stronger, more open working relationships** that can help the partnership to become more confident, innovative and ambitious
- **Making informed strategic decisions** for example whether new partners should be invited into the partnership or whether the remit of the partnership should be adjusted / expanded.

Sharing lessons

The review process is likely to reveal many useful lessons about partnering and the partnering process. These can be distilled (removing any issues that are specific to the partnership or confidential) and usefully shared with other partnerships – ensuring better inter-partnership communication and support.

All partnerships work better when the surrounding ‘enabling environment’ is favourable.

Partnership Review Template³

AIMS	Optional Activities
<p>To offer partners an opportunity to reflect on the value of the partnership from their own organisation's perspective</p>	<ul style="list-style-type: none"> ▪ 1:1 conversations with key players from each partner organisation undertaken by a nominated 'reviewer' that are then written up as a narrative for partners to discuss together ▪ Group workshop – run separately within each partner organisation – undertaking a SWOT analysis (exploring Strengths, Weaknesses, Opportunities and Threats in the partnership) which are then 'matched' across the different partner organisations ▪ Meetings in pairs (2 individuals from different partner organisations meeting as 'critical friends') for a frank exchange of views that are then shared at a partners' meeting / workshop
<p>To assess what – if any – changes would improve the effectiveness of the partnership</p>	<ul style="list-style-type: none"> ▪ Change of focus – can be explored through a 'scenario planning exercise' where partners are invited to think more imaginatively about the partnership's future. ▪ Re-definition of roles and responsibilities – partners invited to undertake a roles / skills re-assessment and re-assigning responsibilities between partners to tackle new tasks differently ▪ Institutionalisation – engaging a larger number of different people from the partner organisations in the work of the partnership
<p>To agree as a group to any revisions to the partnership agreement to take account of the findings of the review process</p>	<ul style="list-style-type: none"> ▪ Re-writing the Partnering Agreement to reflect new goals; changes of focus or new activities ▪ Expanding the partnership – either by incorporating new partners or by publicising its activities and achievements and supporting others in creating similar initiatives ▪ Developing a termination or moving on strategy – for the project, or the partnership, or one or more of the partner organisations. Moving on can mean 'job well done' it does not have to be interpreted as failure. A healthy partnership copes with closure / changes / departures in a creative and positive way

³ The *Partnership Review Template* is taken from *The Partnering Toolbook* now available in Khmer as well as English. Copyright: The Partnering Initiative.

2. Event Design Tool⁴

This Event Design Tool provides a summary of the process flow from the two-day Strategic Meeting as a resource for those Technical Working Groups who might want to “echo” the meeting in other settings.

Introduction

It is important to be absolutely clear what an event is designed to achieve and to get the balance right between **pushing the boundaries** of the participants (taking them beyond their usual ways of working and outside their ‘comfort zones’) and at the same time **recognising the constraints** they face. This means striving to **achieve as much as possible** whilst also **being realistic** about what is possible in a short time.

<p>How an event is designed (thinking through in advance the structure and the delivery) and facilitated (by whom and in what ways) is critical to the success of the event. Equally important is how well the event is set up with the participants – both in terms of incorporating their expectations as well as preparing them for what will take place.</p>	<p>Important considerations:</p> <ul style="list-style-type: none"> ▪ Who will be invited? On what basis? ▪ How will they be briefed / informed / consulted? ▪ What will they be expected to prepare in advance? ▪ How much authority will the Facilitation Team have? ▪ How will event outputs / outcomes be recorded? ▪ Will there be a need for follow-up? By whom?
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Pre-event preparation activities

Undertaking a range of pre-event activities is important in informing the process and content, and in preparing participants. Such pre-event activities can include:

- Review by the Facilitation Team of background reading materials (partnership agreements, ToRs, case studies etc)
- Focus group and 1-1 meetings with key stakeholders and event participants
- Presentations to and pre-meetings with key groups outlining event plans
- SWOT analysis – made available to participants in advance of the meeting
- Paper outlining key partnership issues made available to participants in advance of Event
- Distribution (if appropriate) of *The Partnering Toolkit*⁵ in Khmer or English
- Meetings and regular contact with commissioning organisation to ensure the event plans are on track

⁴ VBNK and The Partnering Initiative are both organisations that are experienced in event design, process management and facilitation. This tool is an amalgamation of their different but complementary approaches. It is designed as a prompt for others undertaking this work with the TWGs and, of course, can be adapted to suit specific group needs.

⁵ UNDP supported the translation and distribution of *The Partnering Toolkit* into Khmer for the Strategic Meeting. This publication is now available in both hard and electronic copies for subsequent events. Requests may be made to CDC or download at www.vbnk.org

Event facilitation

Facilitation of this kind of event is challenging. It requires that we focus on task (that is, on achieving the desired outcomes), while also managing the process and the relationships within the group. This requires:

- A balance between **expert input** (to take thinking further and to challenge assumptions) and **process management** (to fully engage participants, draw out what they know and push them to take responsibility for change)
- A **balanced team** – combining international experience and local leadership and expertise
- A team that **role models** collaboration and respect for different styles and approaches
- Use of **Khmer language** (with translation where necessary)
- Constant references to **achievements** as well as **challenges**
- Ability to ‘read the mood of the room’ and being prepared to **change direction** if needed
- Regular meetings of Facilitation Team during Event (and with commissioning organisers, if possible) to **ensure the event is on track** and that any difficulties are acknowledged and addressed.

Other key roles / activities

Facilitation is not the only important role in a successful event. Other key roles include:

- Room lay out – getting the room well set out (preferably in ‘café style’ to ensure good small group discussions) and looking inviting as well as professional
- Meticulous time-keeping of sessions and breaks
- All tools and materials prepared and in place (including projectors, visual displays)
- Handouts written, copied and available (translated where necessary)
- Imaginative record-keeping and dissemination of information (e.g. banners, graphic documentation, newspapers)
- Conversations with participants during breaks and meal times
- A support team specifically designated to deal with other logistics (e.g. travel or accommodation)
- Reporting of outcomes and key lessons to commissioning organisation within a short time frame.

Outline design⁶

Opening session

The opening session needs to set the scene and outline the objectives, expected outputs and the agenda.

<p>Strategic Meeting Objectives</p> <ul style="list-style-type: none"> – Making the TWG partnerships more effective – Strengthening the working relationships between the partners – Understanding the roles skills and behaviours that contribute to effective partnerships – Contributing to a more enabling environment in which partnerships can flourish 	<p><u>How these were arrived at / agreed</u></p> <p>These were outlined in an <i>Inception Paper</i> at the end of Stage one and in consultation with UNDP/CDC.</p> <p>The objectives were informed by the review of the various background reading materials; the focus group and 1-1 meetings with key stakeholders and the SWOT analysis.</p>
<p>Expected Outcomes</p> <ul style="list-style-type: none"> – More confident ownership of the TWG process by all the partners – Greater coherence in the TWG work – Recognition of the importance of good leadership and facilitation in partnering well – Understanding the way a partnership evolves and managing change effectively – Ideas on how to measure partnership's value – Building commitment to sharing lessons across TWGs 	<p><u>How these were decided / achieved</u></p> <p>Similarly, the outcomes were based on the Inception Paper and the SWOT analysis. They represented a gap between the current state and the desired state of the TWGs (as expressed in various project documents and in the focus group discussions).</p> <p>In order to achieve the expected outcomes, the workshop process combined specific sessions about the SWOT (addressing weaknesses and threats, maximising opportunities), prioritising skill gaps, how to review partnerships, measuring value and ensuring commitment with opportunities for the participants to engage in conversations with each in their TWGs.</p>

Session: What drives our partnering agenda?

All partnerships – no matter how well established they are – benefit from reflecting on **why** they are partnering and how this partnership will help achieve their own organisation's objectives as well as any shared partnership objectives.

⁶ This is based on the TWG Strategic Meeting held at Siem Reap in September 2009.

<p>In this session, two groups – a GP and a DP group – first worked separately to address the questions below before reporting back in a plenary session.</p> <p>Each group were given 4 questions:</p> <ul style="list-style-type: none"> – Why are we partnering? – How can a partnership help us achieve our objectives? – What is our contribution? – What is their contribution? <p>Note: The session would work equally well by having mixed groups and then using cards to synthesise and collate the different perspectives.</p>	<p>The purpose of this session was to highlight:</p> <ol style="list-style-type: none"> a. That in any partnership, the partners may have different reasons (drivers) for entering the partnership. b. That these differences can be managed, but must first be made explicit in the early (scoping) stage. c. That each partner brings (contributes) different resources to the partnership. <p>In so doing, the session laid the groundwork for a discussion about recognising and building on the diversity in a partnership.</p> <p>Further inputs into resource mapping can be found in <i>The Partnering Toolbook</i> (pp.13-14).</p>
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Session: Working through the challenges

Early on in the process it is essential to work through specific issues that have been identified by the group – so as to emphasise that the event will address their specific issues and concerns.

All small group sessions were thus designed to do three things: first, to undertake an important task; second, to build skills in listening, speaking and interest-based negotiation; and, third, to give the group experience of working through things together as a partnership.

<p>In preparing this session, the Facilitation Team selected six key challenges identified in the SWOT. These were:</p> <ol style="list-style-type: none"> 1 Resources wasted 2 Ownership issues 3 Competing priorities 4 Power issues 5 Hidden agendas 6 Formulaic approach 	<p>Each table was assigned one issue to discuss.</p> <p>Three questions guided the group discussions:</p> <ul style="list-style-type: none"> – Do we understand the problem in the same way? – What would solve this problem? – How will we know it has been improved? <p>The session led into a presentation on values, partnering skills and behaviours, critical success factors and conversation. (See also chapter 1 of <i>The Partnering Toolbook</i>.)</p>
<p>The purpose of the first question – do we understand the problem in the same way? – was to encourage participants to not jump into solution-making without first making sure the group shared a common understanding of the issue. One reason for this was the finding that GP and DP sometimes use the same words to mean quite different things. The intent was to make sure that everyone was working with the same data set.</p> <p>Participants were also encouraged to be specific and to move beyond easy solutions like “improve communications” to stating what success would look like.</p> <p>See also the sections in <i>The Partnering Toolbook</i> on ‘Obstacles to Partnering’ (pp.7-8) and ‘Assessing Risks and Rewards’ (p.12).</p>	

Note: a first session of this kind can be somewhat chaotic. This is particularly so if the participants have not worked together previously in this way and thus need to (re-)establish their relationships with each other and how to work together. If this is the case, the Facilitation Team can use the experience to ask provocative questions about what worked and what didn't work to help the groups to learn from how their behaviour and approach to the task inhibited effectiveness. Such questions from the Facilitation Team could include:

- Who spoke most and who least?
- How was a decision made (e.g. about what topic to discuss)?
- What were the results of making a decision too fast? Too slow?
- Was the whole task completed? If not, why not?
- How could the time have been used better?

By giving back questions to the groups to analyse, participants can learn about how they are working together and, hopefully, how they can change their way of working to become more effective. A level of chaos in the first session of an event can be extremely productive, as participants will be challenged to work in a different way.

Session: Opportunities and Threats

This session is likely to benefit from the lessons of the former session and will be demonstrated by the groups working together much better – with more consideration of each other, better time keeping, more shared decision-making etc.

<p>The Facilitation Team selected three priority opportunities and three threats that had been identified in the SWOT:</p> <p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1 Strengthen learning and linkages 2 Build partnering capacity 3 Draw in new stakeholders <p>THREATS</p> <ol style="list-style-type: none"> 4 Different drivers of new DPs 5 Clash of agendas 6 Systemic blocks 	<p>Each table was assigned either one opportunity or one threat to discuss.</p> <ul style="list-style-type: none"> – [Do we understand] why this is an opportunity or threat? <p>THEN,</p> <ul style="list-style-type: none"> – What can we do to maximise this opportunity? <p>OR</p> <ul style="list-style-type: none"> – What do we need to do to reduce this threat? <p>Followed by report back from groups. Again emphasis was placed on identifying measurable solutions e.g. how will you know when you have addressed the threat?</p>
<p>The session was followed by a presentation on “Managing the Partnering Process”. The session drew on findings from the pre-assessment (completed by some participants) to highlight how partnerships evolve and change over time move and how the partners need to call on different skills to manage the partnership process in different phases. (See also p.6 of <i>The Partnering Toolbook</i>.)</p>	

Three planning sessions followed:

Session: Forward planning (1) – Reviewing the partnership and how it has evolved

The final cluster of sessions are designed to be forward looking and highly practical in order for groups / partnerships to have some specific action points that they will share with their wider partnership group and implement.

<p>Working in TWG clusters:</p> <ul style="list-style-type: none"> – 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 	<p>For the participants, this session highlighted the need for reviewing and revising the TWG partnership.</p>
<p>A short presentation followed that highlighted that partnering can be high in transaction costs – especially when the process is not well managed or when partners do not give the partnership priority.</p> <p>The presentation also posited the need for evidence of value-added – that is, tangible impact, efficiency and effectiveness – and thus provided a bridge into the next planning session.</p>	

Session: Forward planning (2) – Measuring the value

<p>Working in TWG clusters:</p> <ul style="list-style-type: none"> – 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 assess value in future 	<p>For the participants, this session highlighted the need for reviewing and revising the TWG partnership.</p> <p>Again, the emphasis was on setting realistic measures.</p> <p>A Partnership Review Tool is included in Section 1 of this document.</p>
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Session: Forward planning (3) – The communication imperative

<p>Working in TWG clusters:</p> <ul style="list-style-type: none"> – <i>Agree actions to build wider stakeholder commitment to TWG as a mechanism</i> – <i>Agree actions to share lessons across TWGs</i> <p>A separate CDC working group met to discuss the following:</p> <ul style="list-style-type: none"> – <i>Drawing on what we have heard, how can our coordinating role evolve?</i> 	<p>A number of participants had commented on the fact that they lacked authority to act on some of the issues raised during the discussions. This session thus provided an opportunity for thinking about how to build wider ownership and commitment (leadership) for the TWG.</p>
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In-puts

The Facilitation Team used comparatively few slides.⁷ Those that were used were of three types:

- Slides that provided a background to partnering as a mechanism for development. These were drawn from the international work and partnership materials of The Partnering Initiative to provide a common framework and terminology as well as insight to inform the TWG partnering process.
- Slides that set up working group sessions to provide clear objectives and direction. These were drawn from VBNK's experience of facilitating such workshops with a range of organisations and were intended to ensure the group work would be task focused.
- Slides that fed back findings from pre-meeting research – analysed and summarised by the Facilitation Team. These provided the TWGs with information about their current strengths and weaknesses as a prompt for change as well as opportunities and threats.

Feedback

The Facilitation Team agreed with CDC to create a different kind of feedback form – one that was more open in design and invited more constructive feedback to the Team and, particularly, that encouraged participants to think about how they would apply the lessons from the meeting and what they felt were their TWG priorities for further work. Our experience suggests that it is really important to ensure participants leave feeling individually responsible for follow up rather than just commenting on the workshop experience.

The summary from the Feedback Form is reported in Appendix 1.

3. THE PARTNERING TOOLBOOK

Khmer and English language editions are electronically available, go to www.vbnk.org or request CDC/UNDP for additional copies.

For access to further tools, case studies, frameworks and models, go to: www.ThePartneringInitiative.org

⁷ Electronic versions of the slide sets are available by requests to CDC or VBNK.

Appendix 1 – Summary of Feedback from the Strategic Meeting

Participants were invited to complete a feedback form on the final day of the Strategic Meeting. In order to synchronise the data with the project stages, we have separated the responses into two areas:

- Stage 2 – the strategic meeting
- Stages 3 and 4 – suggestions and hopes for future activities

Response rate: 47 participants gave their feedback. They scaled their assessment from *low to average* (a score of 1, 2 or 3); *average to high* (a score of 4, 5 or 6).

1. Did the Strategic Meeting achieve its objectives?

OBJECTIVES	Score 1-3	Score 4-6
To explore how to make the TWG partnerships more effective	10%	90%
To Strengthen the working relationships between the government and development partners	10%	90%
To understand the roles, skills and behaviours that contribute to effective partnerships	19%	81%
To help contribute to a more enabling environment in which partnerships can flourish	19%	81%

2. Did the Strategic Meeting achieve its expected outcomes?

EXPECTED OUTCOMES	Score 1-3	Score 4-6
More confident ownership of the TWG process by all the partners	30%	70%
Greater coherence in the TWGs work	25%	75%
Recognition of the importance of good leadership and facilitator in partnering well	11%	89%
Understanding the way a partnership evolves over time and managing change effectively	12%	88%
Ideas on how to measure partnership 's value	30%	70%
Building commitment to sharing lessons across TWGs	19%	81%

3. Facilitation, logistics and coordination

HOW WOULD YOU RATE THE EVENT	Score 1-3	Score 4-6
Facilitator	13%	87%
Coordination	11%	89%
Accommodation	9%	91%

4. Most useful elements of the event	5. Least useful elements of the event
The opportunity for information sharing and discussions among GPs and DPs, and amongst TWGs	Opportunities and threats session
Developing partnering skills: building strength from diversity, understanding roles and behaviours	Action planning session
Understanding how to manage the process and measure the value	Facilitation needs more work
Developing action plans with an enhanced partnering approach	

6. What immediate actions will you take as a result of this event?

The responses to this question fell naturally within 3 clusters:

Within TWGs	Across TWGs	Beyond TWGs
Identify the capacity building needs for secretariat staff	Strengthen communication and information sharing among TWG members	Reinforce communication and coordination with CD
Share learnings of this event with TWG Chair	Strengthen TWG network	
TWG – specific retreat to review its structure and function	Share experiences and outcomes amongst TWGs	
Improve participation in, and regularity of TWG meetings		
Develop partnering behaviour, including adopting partnership principles		
Review the TWG structure		

7. Will you find The Partnering Tool book useful?

Yes: 41

No: 4

8. Would it be helpful to have more copies for your TWGs?

Yes: 42

No: 3

Phases 3 and 4: Next steps

Feedback on phases 3 and 4 was captured in three ways at the Strategic Meeting: the report back from 'Opportunities' session, the final plenary session, and the feedback form. We have gathered this feedback together as it captures similar aspirations for future activities within the timeframe of this project.

Feedback from participants heavily supports the idea of facilitating TWG-specific workshops to support the implementation of partnering processes, and to follow-up on progress from this event. The following list has been collated from this feedback.

Skills Development

Communications: developing new, creative ways to communicate within and beyond the TWG, including communicating to senior staff and to potential partners.

Partnering skills: noted as understanding partnering terms, listening skills, negotiation skills and conflict resolution. These need to be supported by training materials and guidelines.

Reviewing skills: in order to gauge progress and understand barriers, participants have identified a review process as important to the development of their TWG. This would include both tracking progress of impact, and of their partnering process.

Facilitation skills: one of the ways in which participants recognised harnessing the value of TWG meetings was the opportunity for their meetings to be facilitated, but also to develop facilitation skills amongst their members. This would aid widening the dialogue, introducing new partners and working through issues.

Reaching beyond the TWG: strengthening capacity to build the partnering environment

One of the challenges participants noted was transferring the learning of the Strategic Meeting into their day-to-day activities. Participants noted that the TWG Secretariats and TWG Chairs should also have the opportunity to attend practical workshops to increase their awareness of the partnering process, as this would help them support the development of the TWGs. One suggestion was to have a separate session with these groups individually.

In addition to the groups noted above, it was also recognised that part of the process could be developing the capacity of CDC to enable them to intervene effectively where necessary.