



Source: Maria Hayes

Partnerships in the 21st Century

- opportunities, challenges and the future -

Ros Tennyson

Working on multi-stakeholder partnerships since 1992.

Initiator of the **Partnership Brokers Association** (2003-present).

Recent work with Start Network includes 2 collaboration case studies:

*Working with
Complexity:
The first three years of the
Consortium-building Story*
[2010-2013]

*Power and Politics
The Consortium-building
story continues*
[2014]



Both case studies available from www.start-network.org



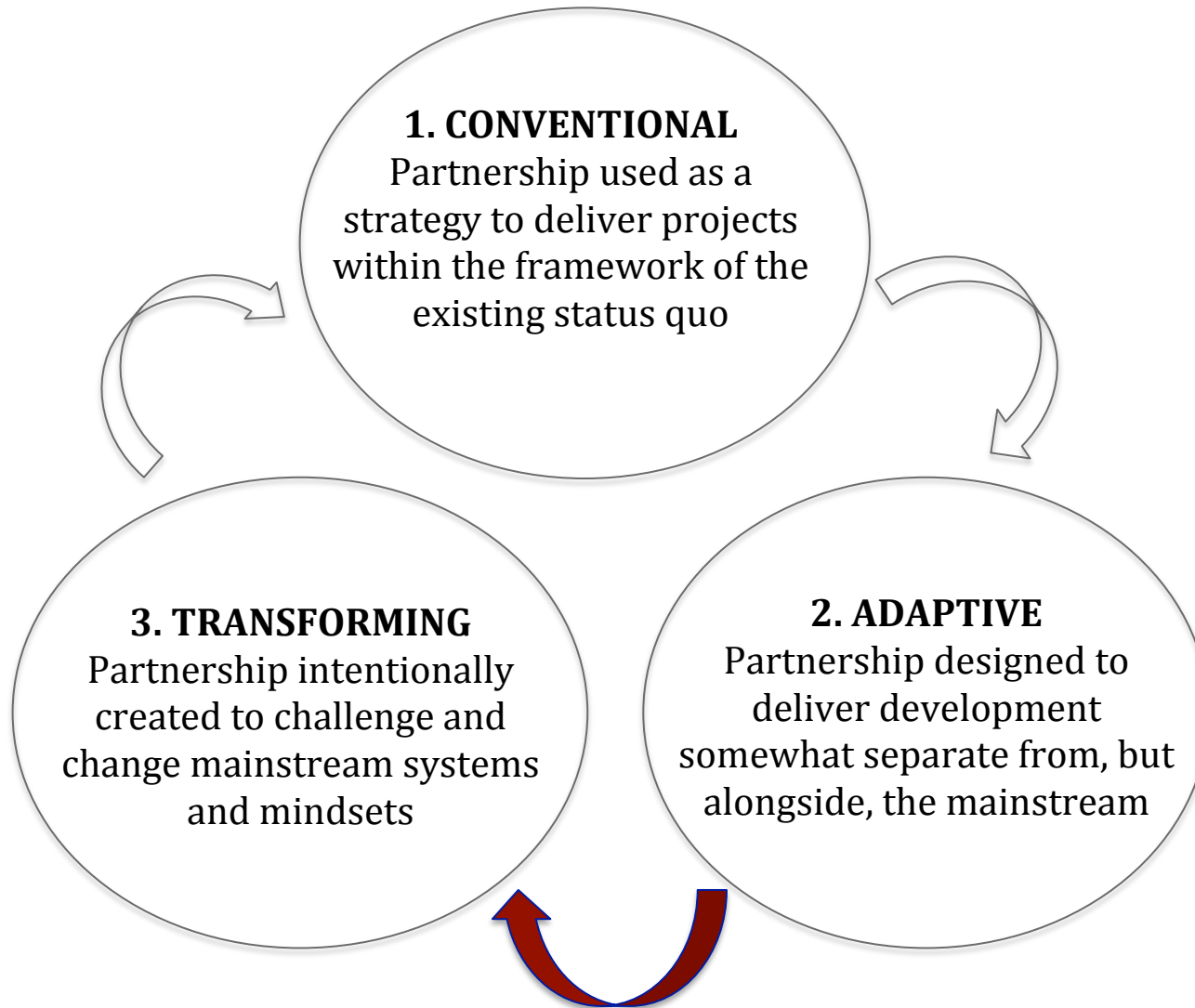
Source: Internet images

Partnering - 7 (probable) myths

challenges

Positioning partnerships

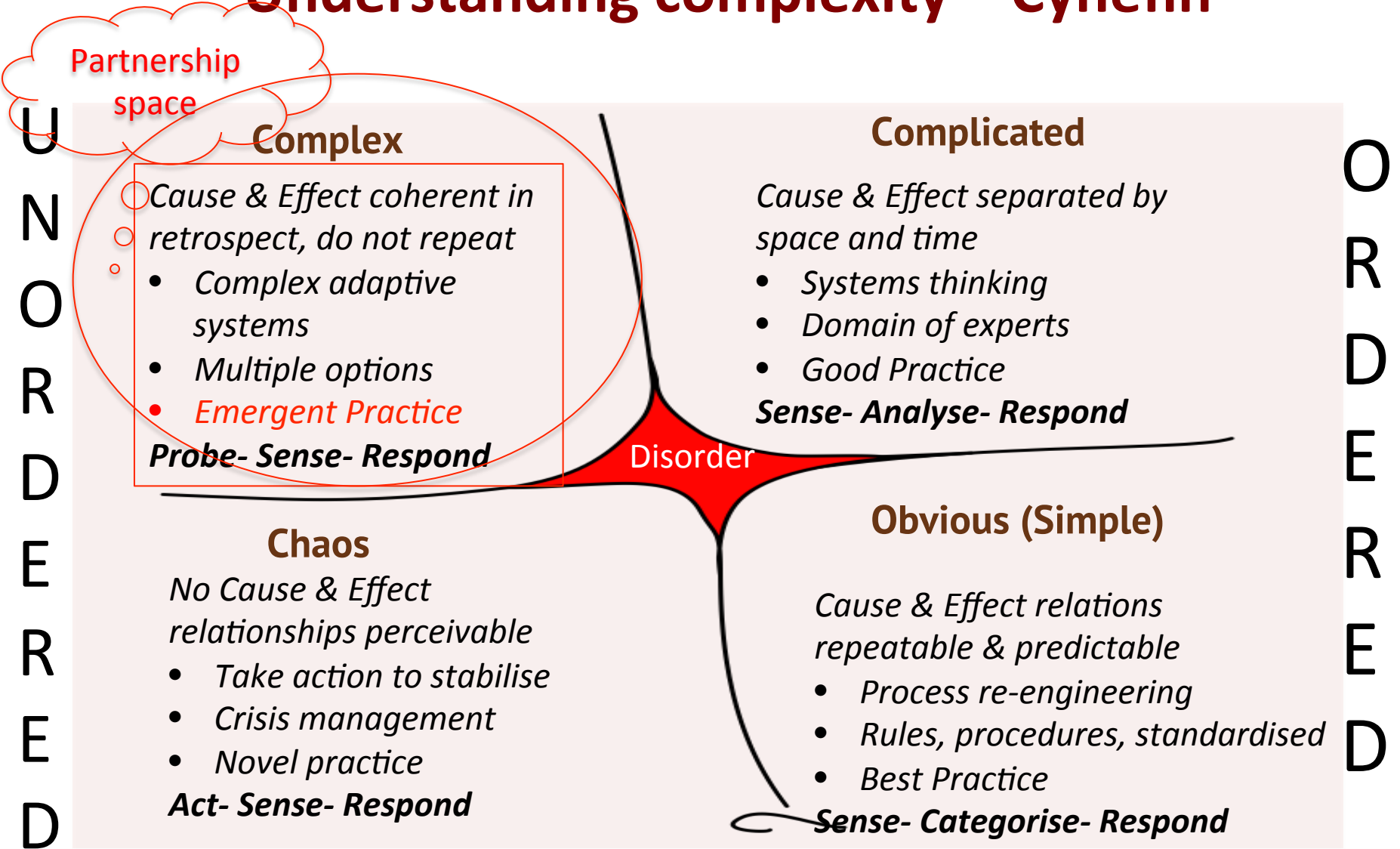
and the need for a partnership broker



Greater need for partnership process management aka partnership 'brokering'

challenges

Understanding complexity – Cynefin



**SUSTAINING
OUTCOMES**

Moving on

Scoping
needs &
options

Identifying
potential
partners

**SCOPING &
BUILDING**

Scaling &
increasing
impact

Building
relationships

The Partnering Cycle

Partnerships evolve over time and need
nurturing / supporting / shaping
throughout their life cycle.

Mapping &
planning

Revisiting
& revising

Agreeing to partner

Reviewing
efficiency
& value

Governance
& structures

**REVIEWING
& REVISING**

Measuring
results

Delivering
projects

Deepening
engagement

**MANAGING &
MAINTAINING**

challenges

Get better at partnering effectively by:

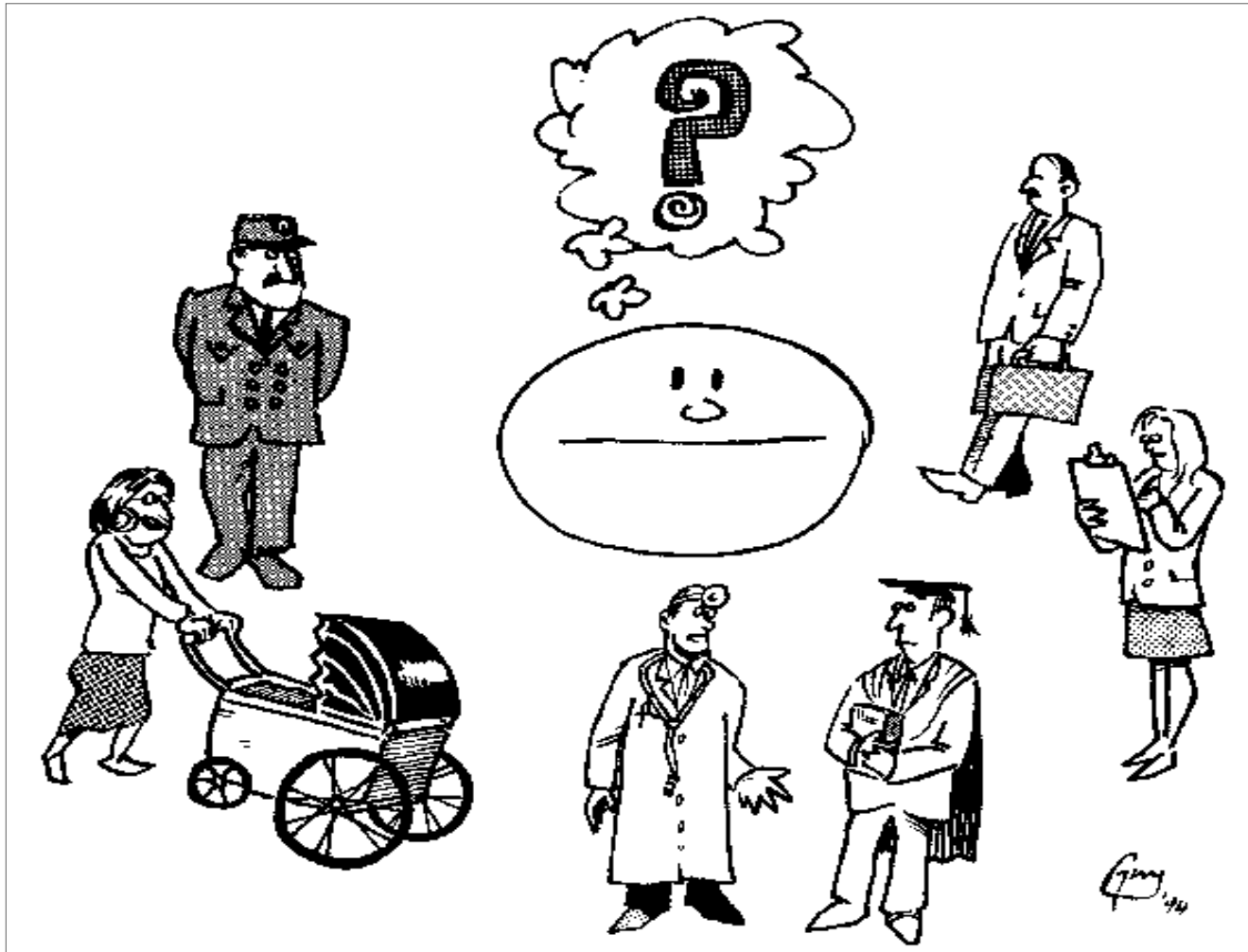


Source: internet images

- **Paying attention** to the partnering process
- **Building on diversity** to optimise value (for all parties)
- **Seeking to influence** the thinking of donors, lawyers & decision-makers
- **Learning to live and work** with complexity
- **Learning from mistakes**
– don't abandon the paradigm too soon

opportunities

Understanding the roles / tasks needed in partnering more effectively:



Source: *The Partnering Toolkit*

opportunities

...and training key players in relevant skills

- Interest-based negotiation
- Managing complexity
- Multi-stakeholder communications
- Resource mapping
- Reviewing value and effectiveness
- Record-keeping, story telling and synthesis
and
- Partnership brokering

**Note: The 4-day Partnership Brokers
Training is coming to Geneva!**

21-24th April 2015

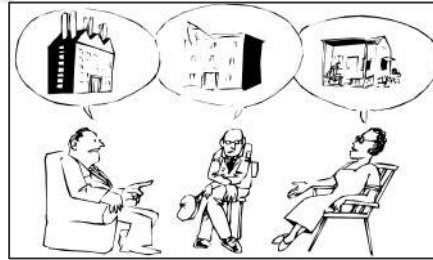
opportunities



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**Approach
& Principles**

**Attitudes &
Competencies**



PARTNERING CRITICAL SUCCESS FACTORS

**Results &
Productivity**

**Efficiency &
Effectiveness**

What is the 'optimal value' from partnering?

EXPECTED	UNEXPECTED
<ul style="list-style-type: none">• Access to new resources• Innovation• Quality• Legitimacy• More integrated solutions• Appropriateness• Likelihood of Implementation• Scale• Sustainability	<ul style="list-style-type: none">• Attitude change• Networking• Technical transfer• Spin off activities• Wider influence on policy & practice• System change• Capacity development of partners



Source: internet images

Partnering – 7 (possible) truths

future

Collaboration myths and truths

(PROBABLE) MYTHS

Agreement / consensus is essential

Partners must have common objectives

All depends on leader(s)

Successful projects are the most important outcome

Intermediaries / partnership brokers must be neutral

Collaboration requires compromise and being prepared to lose control

Collaboration is simple – it just takes common sense

(POSSIBLE) TRUTHS

Alignment / relishing diversity is more important than agreement / consensus

Partners must have complementary objectives and be willing to understand and respect each other's

All depends on new models of leadership

Changed mindsets, more 'fit for purpose' systems and innovation may be more important than project outcomes

Intermediaries / partnership brokers must be transparent about their world view / basis for working and be willing to change their views if necessary

Collaboration, at its best, involves sharing control and re-defining / re-building each sector's key roles & responsibilities

Collaboration is complex – it takes a range of skills, patience, impatience, persistence, vision, rigour and (above all) courage