Partnering is the critical factor in shifting the power
PARTNERING CRITICAL SUCCESS FACTORS

Approach & Principles

Attitudes & Competencies

Results & Productivity

Efficiency & Effectiveness

See: Shifting the Power: How can Working in Partnership Help?
PARTNERING IS A PROCESS

Agreeing to partner

SCOPING & BUILDING
- Identifying potential partners
- Building relationships
- Mapping and planning

MANAGING & MAINTAINING
- Governance & structures
- Deepening engagement
- Delivering projects

REVIEWING & REVISING
- Measuring results
- Reviewing efficiency & value
- Revisiting & revising

SUSTAINING OUTCOMES
- Scaling & increasing impact
- Sharing knowledge & experience

Moving on

Adapted from The Partnering Toolbook
What can we expect from partnering?
(if we are being ambitious and pushing for breakthroughs)

<table>
<thead>
<tr>
<th>ADDED VALUE</th>
<th>OUTCOMES</th>
<th>ADDITIONAL BENEFITS</th>
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</thead>
<tbody>
<tr>
<td>• Access to new resources</td>
<td>• Meeting individual partner’s priorities</td>
<td></td>
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<tr>
<td>• More innovation</td>
<td>• Changes in mind-sets, behaviours and relationships</td>
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<tr>
<td>• Better quality outputs</td>
<td>• Partners have new capabilities</td>
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<tr>
<td>• Greater legitimacy</td>
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<td>• Social capital</td>
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<tr>
<td>• More integrated and appropriate solutions</td>
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<td>• Empowerment</td>
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<td>• Effective &amp; efficient implementation</td>
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<td>• Technical transfer</td>
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<td>• Greater reach and scale</td>
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<td>• Spin off activities</td>
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<td>• More sustainability</td>
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<td>• Wider influence on policy and practice</td>
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</tbody>
</table>

OUTCOMES (in addition to project results)

• Meeting individual partner’s priorities
• Changes in mind-sets, 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
## Typical Partnering Dilemmas

<table>
<thead>
<tr>
<th>Vertical accountability</th>
<th>Horizontal accountability</th>
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<tbody>
<tr>
<td>Due diligence</td>
<td>Equitable collaboration</td>
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<tr>
<td>Accepting the status quo</td>
<td>Challenging mindsets</td>
</tr>
<tr>
<td>Being invited / instructed</td>
<td>Initiating</td>
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<tr>
<td>Rhetoric</td>
<td>Reality</td>
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</tbody>
</table>
Common partnering challenge: ANXIETY ABOUT DIFFERENCE

Key principle: DIVERSITY
Common partnering challenge: POWER IMBALANCE

Key principle: EQUITY
Common partnering challenge: HIDDEN AGENDAS

Key principle: OPENNESS
Common partnering challenge: COMPETITIVENESS

Key principle: MUTUAL BENEFIT
Common partnering challenge: UNCERTAINTY

Key principle: COURAGE
Why do partnerships need these CORE PRINCIPLES?

- DIVERSITY leads to NEW VALUE
- EQUITY leads to RESPECT
- OPENNESS leads to TRUST
- MUTUAL BENEFIT leads to COMMITMENT
- COURAGE leads to BREAKTHROUGH RESULTS

Source: PBA
Re-positioning partnerships
SHIFTING THE POWER

Partnering effectively will make all the difference!