



**CHATS FROM THE GLOBAL DIALOGUE: WHEN YOU GET TO THE EDGE OF THE MAP –
PARTNERING FOR INNOVATIONS
1 September 2020
Guest: Ian Gray**

- 16:31:10 From Hannah Reichardt - Start Network : UK
- 16:31:14 From Stephen Anderson : Nova Scotia, Canada
- 16:31:16 From Charlotte Young, team building : Greetings from TO Canada -- 7AM here :)
- 16:31:17 From Samantha Uichico : Hi everyone- I'm Samantha from the Philippines :)
- 16:31:18 From Cat Sneath : UK
- 16:31:18 From Olly Parsons : Hi all, Olly joining from London, UK today
- 16:31:19 From Herman Brouwer WUR : Wageningen, The Netherlands
- 16:31:19 From Cathryn : I'm in Singapore.
- 16:31:23 From Mike : Melbourne Australia
- 16:31:25 From Lola : London, UK
- 16:31:25 From Tzur Oren : Switzerland
- 16:31:27 From Jodie Saisanas : Melbourne, Australia
- 16:31:28 From Ian de Villiers : hi, thanks for organising I'm near Oxford in the UK
- 16:31:30 From Sam Grover : Hello from Melbourne, Australia
- 16:31:33 From Steve Goudswaard : Melbourne, Australia
- 16:31:36 From Frank Page : Northern Virginia, USA until able to travel again...
- 16:31:39 From Lea Stadtler : Hello from France!
- 16:31:43 From Stephen Honan : from US, live in Oxford, UK
- 16:31:50 From Gillian Kranias : Hi I'm Gillian from Toronto, Canada. Always looking to explore how we are each understanding and fostering innovation!
- 16:31:54 From Samir Whitaker : UK

16:31:55 From Bulbul Baksi : Bulbul from India

16:31:57 From Anthea Spinks : Melbourne Australia

16:32:01 From Mariana Merelo Lobo : Hello from the Hague, NL

16:32:02 From Bayan Louis : I am from Syria, live in Lebanon

16:32:05 From Takeshi Komino : Kobe, Japan

16:32:05 From Raman Kumar : Hello everyone. I am Raman from Delhi, India. International Humanitarian and Development Practitioner. Nice to engage with you all today.

16:32:11 From Kate : Kate from the UK!

16:32:12 From Julie Mundy : Julie, Melbourne Australia

16:32:21 From Nina Weaver : Hi this is Nina, I'm currently in Lebanon

16:32:22 From Mustapha Jazar : hello this Mustapha from Lebanon

16:32:23 From Henry Pavey : Hello from Southampton in the UK.

16:32:23 From iPhone : Hi Everyone - Lisha from Sydney

16:32:34 From Gabi (EOS) : Gabi from Romania! Hello!

16:32:39 From katy southall : Hi All, this is Katy from Melbourne

16:32:54 From Keya Saha Chaudhury : Keya based in Bangkok, Thailand

16:32:58 From Bhavya : Hi All, this is Bhavya from the UK

16:33:27 From Bhavya : Bhavya from the Start Network

16:33:49 From Frank Page : Ahamad, apa kabar? Saya harap ada kesempatan utk bikin koneksi.

16:35:10 From Marta Partnership Brokers Association : Link to previous Global Dialogues session with Leda Stott: <https://vimeo.com/437189840/684f9ff036>

16:35:48 From Annemarie Poorterman - Start Network : Hi everyone, I'm joining from Utrecht - Netherlands. Nice to see familiar and new faces!

16:35:54 From Peter Wright -Kernow : Melbourne Vic - Hi everyone

16:36:06 From Christele : Joining from Sri Lanka

16:36:19 From Chrystina Russell : Hi everyone, a pleasure to join from Cape Town

16:36:24 From MELVIN -Kenya : Joining from Kenya KE

16:36:30 From Anya Bazilo : Greetings to everyone from Kyiv, Ukraine UA

16:37:34 From Sam Grover, Soil Science Australia & RMIT University : a supportive audience here!

16:39:20 From dariviancaelaloo : Hello All, This is Vianca from India

- 16:40:02 From Frances - Elrha : Hi Everyone - Frances from Elrha in the UK
- 16:51:47 From Gillian Kranias - Toronto, Canada : Crazy quilt looks like complexity quilt!
- 16:52:21 From Julie Mundy, PBA, Australia : Certainly does!!!
- 16:59:03 From Bulbul Baksi : Does it relate to a risk of settling for the lowest common denominator?
- 17:01:07 From Julie Mundy, PBA, Australia : Does that mean in and of itself, the sand pitting minimised opportunities for innovation, given it came down to known partners in the end?
- 17:02:51 From Annemarie Poorterman - Start Network : Is this implication of 'implementing partner' that the activity lies with them and the thinking with you - and what does this mean for where the change takes place?
- 17:04:38 From Raman Kumar : There may be different levels of enthusiasm as well primarily due to differing levels of understanding on the particular innovation. Different partners involved may have different set of skills and knowledge. The innovation may have emerged from one partner's thinking, and may not have full buy-in from the others, thus co-creation may still happen but with different levels of involvement. This may shift during the course of working together on it.
- 17:04:47 From Michelle Halse :
https://media.nesta.org.uk/documents/Better_Together_v6_1.pdf
- 17:05:03 From Michelle Halse : This is the paper Ian just mentioned on partnerships with startups.
- 17:05:57 From Samir Whitaker - Fauna and Flora International : It's a really useful piece
- 17:06:10 From Gandhi Marina : Thank you
- 17:06:16 From Dianne McLay - Partnership Brokers Association : Bob Collymore:
https://www.safaricom.co.ke/sustainabilityreport_2018/executive-summary/message-from-the-ceo/
- 17:07:23 From Lea Stadler : Hi, did I get it right that Ian just finished his PhD? Does he plan to publish the outcomes of his thesis in academic journals? Or did I misunderstand something there? Thanks, Lea
- 17:07:43 From Michelle Halse : still going! Mid way through...
- 17:08:03 From Lea Stadler : Very interesting ideas to rethink partnership theory!
- 17:10:30 From Mariana - PBA / IARAN / Oxfam : such useful reflections.. thank you!! I wonder if it is possible to innovate (process) without innovating in the the partnering process at the variou stages of the innovation process... and how can we partnership brokers support such innovative partnering ?
- 17:11:02 From Peter Wright -Kernow : thanks Ian.
- 17:11:39 From Julie Mundy, PBA, Australia : Terrific and thoughtful Ian - thanks.

- 17:11:48 From Ingo Kumic : thanks Ian
- 17:12:08 From Gillian Kranias - Toronto, Canada : The scaling reflections are very helpful to me. I have seen up close that struggle for people moving from collaborative innovations to market-focussed product piloting and scaling.
- 17:12:33 From Frank Page - Cooperative Capacity Partners : Do you look at how the partners work internally - for example, a bureaucratic top-down partner is going to have a hard time working with transformation, even if it had a collaborative bubble during prototyping.
- 17:14:49 From Julie Mundy, PBA, Australia : Interesting to see the excitement around co-design as a principle in a lot of Australian government organisations playing in the innovation space, which creates heightened expectations of collaborative approaches, but quickly reverts to transactional 'business as usual' approaches once implementation commences.
- 17:15:00 From Frank Page - Cooperative Capacity Partners : Regarding the decades getting innovation scaled, we are working in a very top-down systems, information and ideas do not flow up. The top runs the system. Plus, organizations are resistant to change, particularly top-down bureaucracies. Very frustrating.
- 17:16:24 From dariviancaelaloo : Thank you for the presentation Ian.
- 17:18:05 From Anthea Spinks, Oxfam : thanks for such thoughtful insights Ian. obviously lots resonating with the group today
- 17:21:15 From Lea Stadler : Should the same partnership work on innovation development *and* innovation dissemination? I currently work on a paper where I see that partnership structures, interaction structures, and partner selection etc seem to be very different (i.e. connecting to the transactional push coming when it gets to dissemination)...
- 17:22:38 From Raman Kumar : The current race among countries, and the science and medical community for covid-19 vaccine may be another example of innovation, scale and partnerships for this same. Innovation may happen at one place, but the scale will require mass production capacity at some other. Stakes are involved at multiple ends, and seeing it from the partnership lens will be really interesting. Can we expect true partnerships in this set of circumstances?
- 17:23:59 From Bulbul Baksi : Thanks, Raman, for a very context specific insight
- 17:24:09 From Gwil Purchase - SCUK : Thanks for the presentation, Ian. Very insightful as always! Unfortunately I have to drop off for another meeting. Look forward to seeing the outcomes from the discussion groups, when they are available. Thanks for flagging the 'Better Together' report - if anyone wants to discuss more, please feel free to reach out
- 17:24:24 From Mariana - PBA / IARAN / Oxfam : Thank you Ian, very insightful
- 17:24:26 From Anthea Spinks, Oxfam : Ian - can you speak to good learnings and examples of where you have seen that internal transformation?

- 17:24:34 From Annemarie Poorterman - Start Network : But that's a conversation about risk no? What's the bigger risk for the organisation? Changing their processes or not meeting the innovation outcome x?
- 17:24:44 From Lola from PBA (London) : Isn't there scope to recognise that transactional 'partnerships' are what is needed to achieve scale? We talk about fit-for-purpose, and the purpose of scale-up may require different forms of collaboration that aren't about transformational engagement
- 17:25:18 From Kylie Bates - International Olympic Committee : Fantastic session. Much appreciated and really relevant. Thank you. I need to go but I look forward to seeing you again.
- 17:25:33 From Peter Wright -Kernow : Should you pursue early adopters piloting your innovation to become partners? insights?
- 17:26:19 From Keya Saha Chaudhury : Thanks for this great presentation and the valuable discussion points. Lots of learning.
- 17:26:43 From Frances - Elrha : It's about bringing all your internal organisational enablers - eg: HR, legal etc - otherwise things can stop progress in the sand - if, for example, what you are trying to achieve just can't be reflected within the contractual vehicles available - need negotiation and there are some non-negotiables which some people only discover once they start talking with legal dept
- 17:29:04 From Bhavya - Start Network : Thank you so much for this super interesting discussion. Looking forward to receiving the recording and notes.
- 17:29:34 From Frank Page - Cooperative Capacity Partners : Ambidextrous organizations need a level of management skills and processes that are at the Aligned or Integrated level - levels that are usually higher than what we see in the development world.
- 17:30:14 From Herman Brouwer WUR : Ian/Michelle/Bulbul: thanks for hosting and sharing so far...!
- 17:31:02 From Frances - Elrha : I would be interested to see if any participants here have examples of contractual vehicles (that are legally binding/recognised) that reflect more equity in partnerships. Currently I have only come across Service Provision contracts, sub-Grant agreements and Consortia agreements (that still require individual contracts between the lead and consortium members)
- 17:31:03 From Frank Page - Cooperative Capacity Partners : Just a note, I have been looking at M&A recently, and on the whole, even in the private sector, M&As generally fail
- 17:31:28 From katy southall - Australian Red Cross : And inherently humanitarian and development organisations are in the business of change, and change can't be achieved without risk, but we still try to de-risk everything - even innovation!
- 17:33:58 From Dianne McLay - Partnership Brokers Association :
<https://app.mural.co/t/livingcollaborations8926/m/livingcollaborations8926/1598591585315/af158a7d177b2c552e73c161e285f46d31cd061d>

- 17:34:49 From Julie Mundy, PBA, Australia : Hi Frances - I am starting to see some legally binding documents which are much more purposeful and reflective of a more equitable and principled approach to working together, including in the financial arrangements and obligations/mutual accountabilities
- 17:36:01 From Thu-Trang - Volunteer West - Melbourne : Hi Julie, do you happen to have examples of the agreements? Thanks
- 17:36:13 From Julie Mundy, PBA, Australia : Thanks for a great, though provoking webinar Ian and Michelle and PBA Team. Please excuse me now, and will catch up with the mural outputs when available online.
- 17:37:02 From Frances - Elrha : I can't seem to get the mural to work - so:
- 17:37:23 From Michelle Halse : Frances please feel free to comment here
- 17:37:47 From Julie Mundy, PBA, Australia : HI Thu-Trang - they are client in confidence documents unfortunately, and quite context-specific as you would expect, though I am talking to a couple to see if we could access some anonymised ones.
- 17:38:47 From Frances - Elrha : The Challenge: Innovation driver (non-lead partner) outgrew the lead partner; During the scale phase; Had to split the contract to accommodate the differences in appetite for scale.
- 17:39:45 From Steve G : Can't type into the sticky note
- 17:40:35 From Fergus Arkley - Power to Change (UK) : sorry Mural playing up - the challenge Prototyping phase - how to create the space/free up resources to allow target partners to engage solution - create unrestrictive collaborative/strategic grant agreements
- 17:41:50 From Steve G : Challenge: Innovation (process improvement to working jointly) was agreed to in principle by leaders. Then passed onto the next layer - who were not part of the initial thinking, so more influenced by status quo. So didn't buy into the purpose
- 17:42:24 From Frank Page - Cooperative Capacity Partners : It seems that a lot of what we are talking about is less about the actual partnering, but the need for organizational transformation for supporting innovation.
- 17:42:52 From Steve G : Solution: Power maintains 'skin in the game' to ensure the vision drives through bumps and overcomes reverting to status quo
- 17:43:08 From Gillian Kranias - Toronto, Canada : @Ian and @Michelle - how do you help the partnership members anticipate the potential reversion to competitive modes?
Michelle: I was just going to ask about that option of overtly making space for power dialogues
- 17:44:13 From Gillian Kranias - Toronto, Canada : In my experience, it is important to spend the time talking about power dynamics and equity, even anti-oppression training together, before things get tense

- 17:45:18 From Ruben Garcia : Exactly, the degree of failure of success of hackathons or similar events depends on the pre-criteria for success and expectations.
- 17:45:18 From Frances - Elrha : We have a current partnership where the level of trust is so high that we were able to transcend the contractual vehicle, seeing it as a means to get funds from one place to another, and recognising that it in no way reflected our actual way of working - but realise that this might be quite unusual.
- 17:45:24 From Gillian Kranias - Toronto, Canada : Otherwise partnership can seem transformational in periodic moments, but the reversion back to not recognizing power differentials will happen when "partnership resources" are stretched
- 17:45:50 From Ruben Garcia : Typically is a high risk initiative which should if not must have a high degree of "failure".
- 17:46:07 From Anthea Spinks, Oxfam : @Frank - I'm keen to know some more about the process of how you change the partnership or indeed the partner as you move through the innovation cycle. the insights re the partnership cycle vs the innovation cycle i think is critical here
- 17:47:56 From Ruben Garcia : Cont'd o previous message: otherwise it would defeat its original purpose.
Yet the intentional design of such an event, process and the creation of the conditions necessary to drive the necessary level of innovation would be key.
- 17:51:43 From Thu-Trang - Volunteer West - Melbourne : Thanks Julie for that - I had initially they were public/research/toolkits that you had seen around
- 17:52:31 From Bulbul Baksi : Hi Gillian, power and competition, would you like to speak to it?
- 17:55:14 From katy southall - Australian Red Cross : Gillian I absolutely agree with your point about beneficiaries
- 17:56:44 From Peter Wright -Kernow : thanks hosts. Enjoyed the sessions. Ciao!!!
- 17:58:17 From Frank Page - Cooperative Capacity Partners : The Robert Chambers example shows how the top-down system is so strong at not adopting innovation. (And that was 40 or 50 years ago - I studied him in the early 80s “))
- 17:58:34 From katy southall - Australian Red Cross : I think that Oxfam’s cash blockchain pilot in Vanuatu was really interesting because it was built real time with the community and then iterated with the community
- 17:58:57 From Bulbul Baksi : @Frank, Robert Chambers as in Participatory Rural Appraisal?
- 17:59:42 From Frank Page - Cooperative Capacity Partners : Yes, but I am not sure that is what he called it. It has been a while. And while that has been adopted by NGOs, much less so by donors.
- 17:59:59 From Anthea Spinks, Oxfam : @Katy and is still being iterated and now taking to scale in three more countries - super exciting
- 18:00:50 From Lea Stadtler : Thank you very much for this great discussion!

18:00:50 From Eva Moldovanyi : Thank you for this very interesting session!

18:00:50 From Sam Grover, Soil Science Australia & RMIT University : thanks so much Ian, this has been very thought provoking and I am sure that I too will understand some of your insights better in a few years time :)

18:01:14 From Charlotte Young, Toronto to Bulbul Baksi(Privately) : Hi Bulbul, We need to have a session on power and control as well. Charlotte in TO

18:01:32 From Frank Page - Cooperative Capacity Partners : Thank Michelle for hosting this. Very interesting and good to see folk from around the world.

18:01:36 From Lola from PBA (London) : Great session. VERY thought-provoking. Thank you Ian and PBA team!

18:01:37 From Bulbul Baksi to Charlotte Young, Toronto(Privately) : Yes, Charlotte. Noted it. What would be useful to discuss?

18:01:59 From Ian de Villiers (World Vision) : Thank you Ian, and all, great food for thought and application

18:02:12 From Yuko Wakamatsu, CSIRO : Thank you for the great session!

18:02:20 From Marta Partnership Brokers Association : Link to survey:
<https://forms.gle/rGkFULy9fiqhahvn6>

18:02:30 From katy southall - Australian Red Cross : That was so perfectly timed for me, thank you hugely Ian, Michelle et al at PBA. I'm going to share your recording with my innovation team

18:02:48 From Dianne McLay - Partnership Brokers Association : Thank you Katy Southall.

18:02:55 From Mariana - PBA / IARAN / Oxfam : thanks so much Michelle, Ian, Bulbul and Marta all!

18:03:11 From Frances - Elrha : Thanks Ian and everyone - I have to go now - great to see everyone!

18:03:13 From Bulbul Baksi to Charlotte Young, Toronto(Privately) : Yes great!

18:03:39 From Gillian Kranias - Toronto, Canada : Ian and Michelle and Bulbul. Thank you - I agree there is need for more time to tease out the many topics that arose today!

18:03:46 From Thu-Trang - Volunteer West - Melbourne : Thank you everyone for your insights

18:03:58 From Dianne McLay - Partnership Brokers Association : Thank your Frances, Gillian & Thu-Trang.

18:04:16 From Dianne McLay - Partnership Brokers Association : Our training schedule for 2020 & 2021 <http://partnershipbrokers.org/w/training/training-programme-dates-and-locations/>

18:05:07 From Steve G : Thx mate - good stuff (as always)

- 18:05:38 From Gillian Kranias - Toronto, Canada : I just learned the term Design Justice (there are principles and a network - look it up!)
- 18:05:54 From Dianne McLay - Partnership Brokers Association : That feedback form we'd be grateful you could complete: <https://forms.gle/rGkFULy9fiqhahvn6>
- 18:05:55 From Hannah Reichardt - Start Network : Thank you Ian and PBA for a really insightful webinar
- 18:06:16 From Gandhi Marina : Thank you so much for this useful learning and discussion points.
- 18:06:29 From Raman Kumar : It seems interesting "Design Justice".... please share more info if you have @Gillian

