Cross-Sector partnering skills to address the challenges of tobacco

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World Heart Federation
Emerging Leaders Think Tank Seminar
Bangalore
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To make your biggest possibility happen, what types of people & organisations might you want to work with?
Completing the puzzle
Seeing the whole picture

It’s a Fan!

It’s a Wall!

It’s a Rope!

It’s a Spear!

It’s a Snake!

It’s a Tree!
Understanding complexity – Cynefin

**Complex**
- Cause & Effect coherent in retrospect, do not repeat
  - Complex adaptive systems
  - Multiple options
  - Emergent Practice

**Complicated**
- Cause & Effect separated by space and time
  - Systems thinking
  - Domain of experts
  - Good Practice
  - Sense- Analyse- Respond

**Chaos**
- No Cause & Effect relationships perceivable
  - Take action immediately
  - Crisis management
  - Novel practice

**Obvious (Simple)**
- Cause & Effect relations repeatable & predictable
  - Process re-engineering
  - Rules, procedures, standardised
  - Best Practice
  - Sense- Categorise- Respond

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The Basis for Partnering: Shared Interests

Healthy, educated, productive people

25 x 25
Partnerships can happen wherever…

- Sufficient alignment / overlap of interests
- Each partner can gain net value
- Willingness to commit complementary resources
Resources and Contributions: what can each partner bring to the partnership table?

- **Knowledge**
  - Different types
  - Specialist knowledge
  - Unknown to others

- **Physical Resources**
  - Buildings
  - Transport
  - Infrastructure

- **Products**
  - Medicine
  - Food
  - Computers

- **Networks**
  - Sector specific
  - Types of contacts

- **Information**
  - Ways to distribute
  - Technical methods
  - Non-technical methods

- **People**
  - Expertise
  - Champions
  - Labor/volunteers

- **Influence**
  - Credibility
  - Spheres of influence

- **Other**
  - Be imaginative
Stakeholders vs Partners

Think through...

• Who needs to be actively involved as an equal partner co-creating the work with you?

• Can you accept their individual interests?

• Who needs to be consulted/kept informed?

• What other roles might you need?

• If you can achieve your results without partnering with others, don't partner!
Challenges in collaborative working experienced by this group

- Input from groups
<table>
<thead>
<tr>
<th>Absence of</th>
<th>Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional power structures /established hierarchical chains of command</td>
<td>Greater dependence on mutual understanding and effective communication that builds equity and trust</td>
</tr>
<tr>
<td>line management</td>
<td>Each organisation/individual needs to get value to stay involved</td>
</tr>
<tr>
<td>client/contractor</td>
<td>Engagement /motivation needs to be maintained over time</td>
</tr>
<tr>
<td>Pre-determined or established operational processes/structures</td>
<td>Negotiation needed for decision-making to reach alignment or agreement</td>
</tr>
<tr>
<td>Dominant perspective</td>
<td>Organisations are accountable in new ways</td>
</tr>
<tr>
<td>Precedent to follow (each is unique)</td>
<td>Each organisation must contribute to justify participation</td>
</tr>
<tr>
<td></td>
<td>Decide together the most effective way of organising &amp; structuring</td>
</tr>
<tr>
<td></td>
<td>Decide together how to design, deliver &amp; evaluate outcomes</td>
</tr>
<tr>
<td></td>
<td>A space for learning from each-other</td>
</tr>
<tr>
<td></td>
<td>A space for co-creation and innovation</td>
</tr>
<tr>
<td></td>
<td>Partnership is always ‘work in progress’</td>
</tr>
<tr>
<td></td>
<td>Ongoing feedback, review and adjustments needed</td>
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</tbody>
</table>
Power imbalances...

Core principle: **Equity**
Hidden agendas and silent discontent

Core principle: Transparency / trust / relationship
Unequal distribution of benefits...

Core principle: Value for all
The Partnering Lifecycle

i. Scoping
Exploration | Issue mapping | Stakeholder mapping

ii. Identifying
Selecting potential organizations and individuals to partner with | Early engagement

iii. Building
Building relationship | Establishing the ‘ground rules’ and partnering principles | Map ideas for good projects and activities

iv. Planning
Agree the plan | Confirm availability of resources | | Draw up an agreement
v. Structuring
Governance and accountability | Operational structure | Getting deeper engagement

vi. Mobilizing
Putting in place partner resources | Operating structure | Allocation of roles

vii. Delivering
Project delivery | Programme Management | Relationship management
viii. Measuring
Ensure goals are being met against benchmarks

ix. Reviewing
Assessing value | Making sure there are mutual benefits for all | Partnership ‘health check’

x. Revising
What can be done differently? What can be improved?
The Partnering Lifecycle

**xi. Scaling**
Mainstreaming activities or partnership

**xii. Moving on**
Taking on different initiatives or new ideas | Ensuring sustainable development outcomes will be maintained | How to have impact and influence | Implementing exit strategies
<table>
<thead>
<tr>
<th>TRANSACTIONAL</th>
<th>COLLABORATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>One party decides the programme, which is limited by their own knowledge / experience</td>
<td>Co-generation based on joint knowledge</td>
</tr>
<tr>
<td>Co-generation based on joint knowledge</td>
<td></td>
</tr>
<tr>
<td>More appropriate / implementable solutions</td>
<td></td>
</tr>
<tr>
<td>One party purchases a service from - or donates to the work of – another</td>
<td>Partners bring together complementary resources</td>
</tr>
<tr>
<td>Potential for more innovative solutions</td>
<td></td>
</tr>
<tr>
<td>Fixed contractual arrangement with clear deliverables decided at beginning</td>
<td>Collaboration agreement</td>
</tr>
<tr>
<td>More adaptable to changing realities</td>
<td></td>
</tr>
<tr>
<td>Limited engagement from parties beyond the contractual arrangement</td>
<td>Stronger engagement and buy-in</td>
</tr>
<tr>
<td>Partners willing to go extra distance</td>
<td></td>
</tr>
<tr>
<td>Partners stay in their comfort zone – each doing what they normally do</td>
<td>Partners together create new ways of working</td>
</tr>
<tr>
<td>Wider potential for transformation</td>
<td></td>
</tr>
<tr>
<td>One-way accountability</td>
<td>Mutually accountability</td>
</tr>
<tr>
<td>Ensures stronger over all accountability</td>
<td></td>
</tr>
<tr>
<td>Partner expected to have existing capacity to deliver their role</td>
<td>Potential to build capacity of a partner to deliver</td>
</tr>
<tr>
<td>Ensure right capacities in place</td>
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</table>
Collaborative leadership

- Stewarding the process of partnership – shared role
- Helping partners to understand each other: interests and needs, translating each other’s language – building bridges. Supporting Interest based/mutual gains negotiation
- Building & ensuring equity, transparency, value for all and being alert to disruptions and looking to rectify them
- Ensuring the difficult conversations can happen in the interests of the partnership and project and modelling such openness in safe light way
- Maintaining momentum and motivation, regular connection and “checking in with each other”
- Enabling and inspiring others to lead
- Who we show up as and behave and how we influence our organisations
Partnering is an ‘Art’ and a ‘Science’

- Vision (of the future)
- Insight / imagination / feeling
- People skills
- Relationship building
- Personal engagement

- Critical analysis / thinking
- Project/ financial management
- Measurement
- Technical knowledge
- Understanding (of the past)
• Are the right people at the table? you have the resources and access you need?
• Are you clear on the individual/organisational objectives as well as the shared objectives? Are these mutually acceptable?
• Design is shared/participatory – vision + implementation + review
• Communication is open, fluid in 3 ways
  – inside partnership
  – Inside each organisation
  – Out to the world
• Create space for difficult conversations, for diverse views to be heard and for things not going to plan
• Decision making – fair and transparent
• Value delivered to all
• Distributed leadership – each lead something including stewarding the partnership process (partnership brokering)
• Paying attention to the ‘Art’ and the ‘Science’
• Have you discussed what is important about how you work together?
1. Get into a circle
   - demonstrates the intention that everyone has an equally valid and important perspective and voice

2. Take 2mins to each think about and write down on a piece of paper **the aims you would like** for this **project and why**. Think also about **how this project does/doesnt align with your personal biggest possibility** from the previous session. Consider **what resources you might be able to access for this**
   - Gives everyone the opportunity to tap into their own thoughts without distraction from others ideas
   - Important to understand each other's individual and organisational drivers as well as shared objectives

3. Ask for a volunteer discussion host
   - The host job is to ensure all get to speak and be mindful of process and time – there is 1 hour allocated

4. Ask for a volunteer scribe
   - The scribes job is to capture what is being said **so that all can see**. This will be capturing the exact important words the others are saying and also synthesising the essence of what is said, or fine tuning shared work

5. Do one round of the circle, where **each person, without interruption, states the aims that are important them and why** – stick the paper up so all can see and be conscious of time. You may reinforce ideas others have said already in addition to your own if you want to at this point
   - Everyone gets a clear understanding of the others priorities, rationale and individual/org interests
   - The scribe can note down important words and ideas so all can see. Where people reinforce other's suggestions, this can also be made visible to build up a visual picture of where overlap/alignment is occurring
   - Make sure the host and scribe also get their say! Someone step in and scribe for the scribe!

6. Check with each person if they think anything is missing from list or if they have any quick reactions

7. Discuss & fine tune the list, identifying: common themes and aims shared by all as well as aims specific to individuals/organisations. Clarify at the end if anyone can see any reasons why this might not work
The Partnership Planning Tool

1. Shared Objectives

2. Individual Objectives

3. Work streams

<table>
<thead>
<tr>
<th>Activities under each workstream</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>A:</td>
<td>★</td>
</tr>
<tr>
<td>B:</td>
<td>★</td>
</tr>
<tr>
<td>C:</td>
<td></td>
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<tr>
<td>D:</td>
<td>★</td>
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<tr>
<td>E:</td>
<td></td>
</tr>
<tr>
<td>F:</td>
<td></td>
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4. Resources

5. Evidence of Success

- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
- [ ]
Thank you!
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www.partnerinit.org
Why is business interested in development generally?

- Philanthropy / reputation / employee benefits
- Strategic social or environmental investment / social license to operate
- Compliance / direct business risk / supply chain sustainability
- New market / business opportunity

Non-core business

Core business
Challenges in collaborative working experienced by this group

- Input from post-its
- Finalise presentation
  - Sit in circle
  - Frameworks – cynefin, p cycle,
  - Principles

- Faculty will keep reminding over the course of the week.
- Debrief after group meet
- Planning tool
- Collaborative groups
- Mark
- Communication – leader who takes the responsibility for keeping the group mobilised?
- Post-its on experience.
- Selected - specifics of tobacco related disease specifically – all bring directly relevant experience – draw on broad experience – prevention of heart disease and stroke. Challenges in field for tobacco control to be detached from NDC prevention world.
- Frame the question for day 1
Setting a framework for ‘partnership’

0. **Delivery**
   ‘Partners’ who implement on our behalf

1. **Leverage**
   Leverage resources from another organisation that can contribute to your work

2. **Combine to innovate**
   Combine your resources with those of a partner to innovative and achieve more efficiently, or more effectively than you could do alone

3. **Transform**
   Multi-actor approach to tackle complex challenges through system transformation
# MUST-have partnering competencies

<table>
<thead>
<tr>
<th>Mindset</th>
<th>Understanding of other sectors</th>
<th>Human / relationship skills</th>
<th>Technical partnering knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Humility to realize others may have more appropriate knowledge / resources</td>
<td>• Culture</td>
<td>• Ability to look from others' perspectives</td>
<td></td>
</tr>
<tr>
<td>• Inclination to reach out to work with others</td>
<td>• Interests</td>
<td>• Networking and connecting</td>
<td></td>
</tr>
<tr>
<td>• Willingness to give up autonomy of decision-making</td>
<td>• Motivations and drivers</td>
<td>• Approaching and engaging potential partners / selling ideas</td>
<td></td>
</tr>
<tr>
<td>• (Measured) risk taking</td>
<td>• Resources and capabilities</td>
<td>• Relationship / trust building</td>
<td></td>
</tr>
<tr>
<td>• Propensity for innovation</td>
<td>• Capacity limitations</td>
<td>• Interest-based negotiation</td>
<td></td>
</tr>
<tr>
<td>• Ability to work for the benefit of the partnership as a whole</td>
<td>• Legal limitations</td>
<td>• Facilitation</td>
<td></td>
</tr>
<tr>
<td><strong>AND Understanding of your own!</strong></td>
<td><strong>AND Understanding of your own!</strong></td>
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<td><strong>AND Understanding of your own!</strong></td>
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**Technical partnering knowledge**

- Understanding the partnering lifecycle
- Key principles of partnering
- Best practice approaches to setup and governance
- Ability to assess critically when and when not to partner
- The partnering black box of trust, equity, and power
- Partnership agreements
- Reviewing partnerships
- Developing exit strategies
NGOs:
- Technical knowledge / capacity
- Access to and deep knowledge of communities
- Legitimacy / social capital
- Passion and people-focus

Government:
- Regulatory framework (e.g. licenses for water etc.)
- Integration with public systems / long term planning
- Taxation policy
- Capacity building (e.g. agricultural extension services)
- Provision of land and supporting infrastructure

Business
- Brands and access to customer base
- Business planning and project management
- Innovation / efficiency
- Value chains
- Infrastructure / logistics
- A market-based / value creation approach
- Financial and in-kind contribution

United Nations:
- Political connections
- Technical support
- Legitimacy and impartiality
- Global network with ground presence

Donors:
- Technical support
- Funding
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