



Partnership Working Mini Workshop



VCSE Advisory Group 16 September 2022

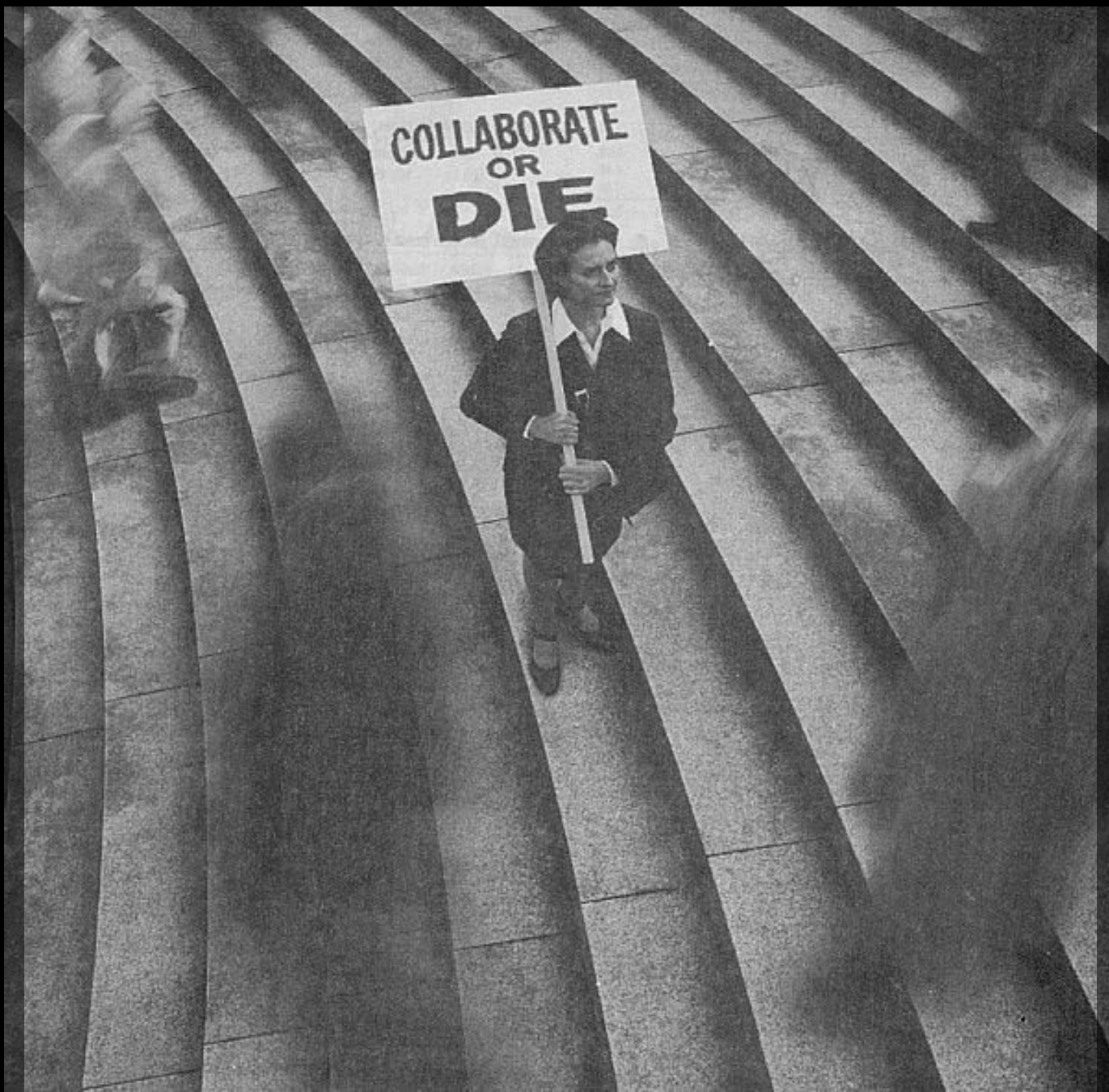
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WHAT WE CAN'T
DO ALONE
WE CAN DO
TOGETHER



'CUSO Nigeria fundraising card (c1986)



'Consultancy firm ad' in Financial Times'(2001)

EDITED BY MARINA SITRIN & COLECTIVA SEMBRAR

PANDEMIC SOLIDARITY

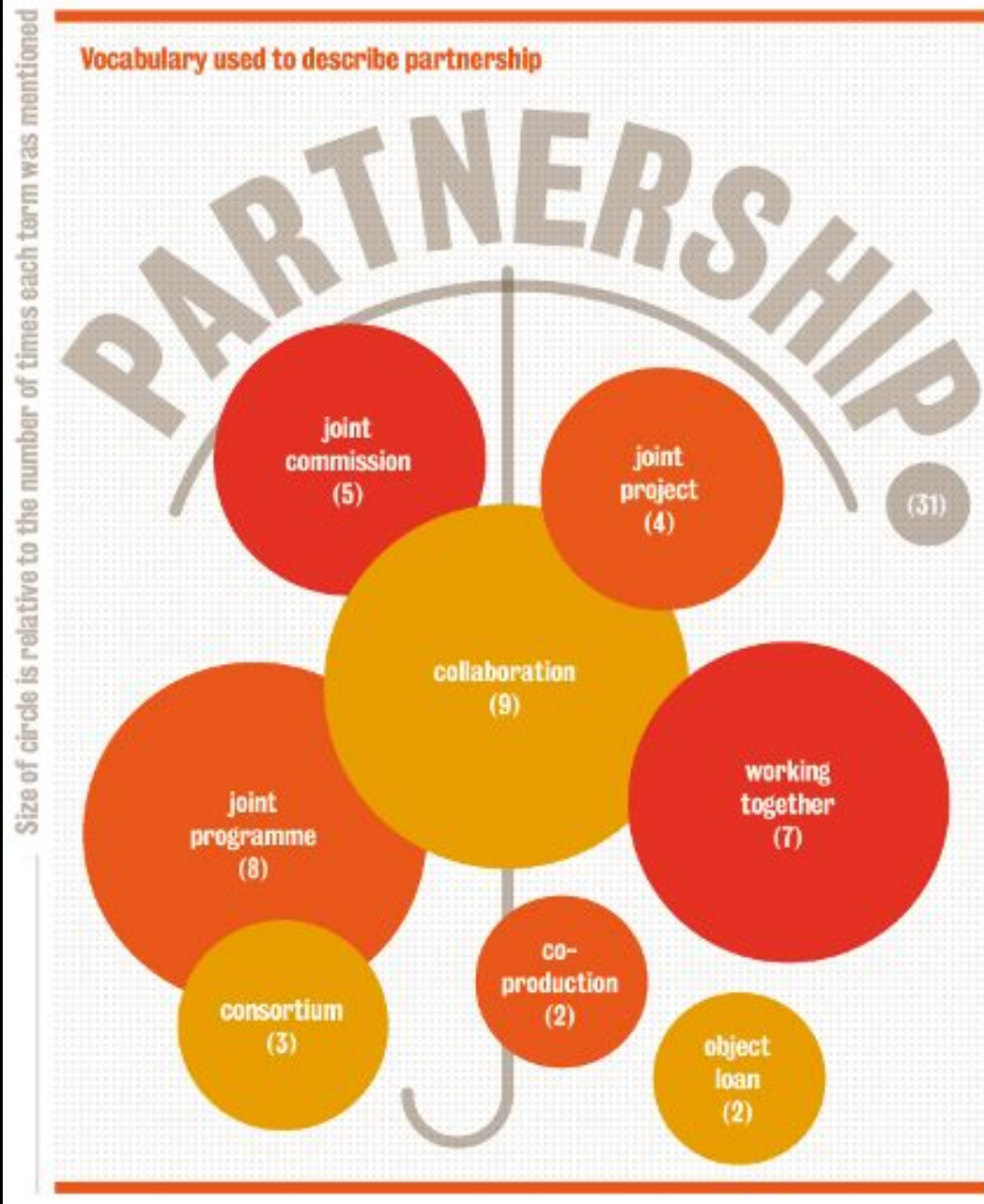
Mutual Aid
during the
Covid-19
Crisis



FOREWORD BY REBECCA SOLNIT

Marina Sitrin (2020)

Meaning:
Clarifying language



Kings College London (2015) 'The Art of Partnering'

What does 'partnership' mean in Central America?

- Integrity
- Relationship
- Accountability
- Association
- Respect
- Transparency
- Trust
- Common interest
- Equal partners
- Equity
- Synergy
- Collaboration
- Values
- Win:win
- Added value
- Common objectives
- Sharing resources
- Trade-off

Course participant perceptions
Pan-American Health Organization
San Salvador, February 2011

What does 'partnership' mean to you?

- Agreement
- Trust
- Understanding
- Listening
- Supportive
- Vision
- Together
- Sustainable
- Innovative
- Proactive relationship
- Shared common goals
- Joint project
- Challenge
- Collaboration
- Objectives
- Commitment
- Movement
- Framework
- Nurture
- Desire
- Purpose
- Benefit
- Relationship
- Respect
- Co-design
- Dis/harmony

What does 'partnership' mean to you?

- Openness
- Diverse
- Alignment
- Opportunity
- Strength
- Listening
- Collaboration
- Scaffolding
- Linking
- Resources
- Equal
- Mutual Respect
- Ally
- Trust

Partnership Language

“The terminology suggests a number of positive relational attributes: harmony, consensual decision-making; mutual trust & mutual accountabilities; valued contributions; and mutually-agreed common goals...”



Ken Caplan, Building Partnerships for Development (BPD)
The CEO Water Mandate Eleventh Working Conference
Mumbai, 7 March 2013

Roots of Collaborate & Partner

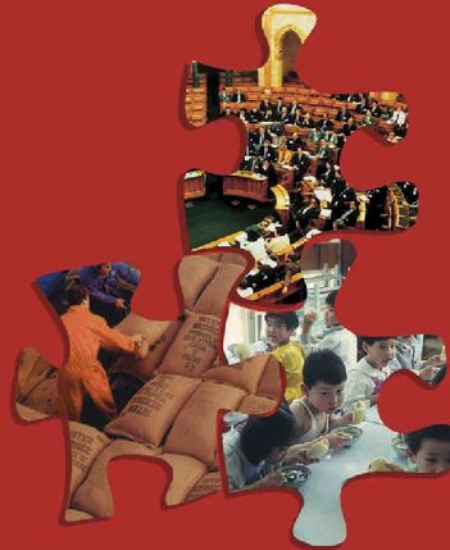
- **Collaborate:**

- Work together
- C19: from Late Latin *collabōrāre*, from Latin *com*: together + *labōrāre*: to work

- **Partner:**

- Joint owner or heir
- c.1300, altered from *parcener*, from Old French *parçonier*: “partner, associate”
Latin *partitionem* “a sharing, partition, division, distribution”

the **Partnering** toolkit

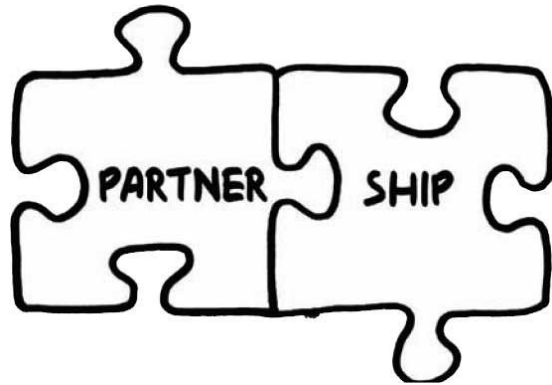


An essential guide to cross-sector partnering

Ros Tennyson (2015) on partnership...

Oxford English Dictionary:

Partnership is an on-going working relationship in which risks and benefits are shared.



“Many mechanisms that are commonly described as ‘partnerships’ do not conform to this definition”

Ros Tennyson (2015)
‘Collaboration & Leadership: The challenge of changing the rules’

Steve Cropper (1996) on collaboration...

Collaboration implies a positive, purposive relationship between organisations that retain autonomy, integrity and distinct identity, and thus potential to withdraw from the relationship.

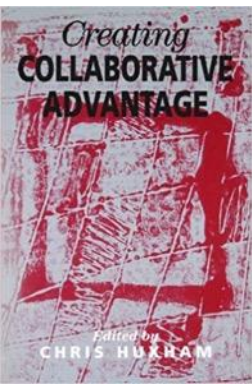
col·lab·o·ra·tion

noun

Two or more people working together towards shared goals



Cooperation in which parties are not necessarily bound contractually...usually a less formal relationship



S.A. Cropper (1996)
'Collaborative working and the issue of sustainability'

Multi-stakeholder partnerships...



- involve organisations from **different societal sectors** working together
- **sharing risks** and combining their unique resources and competencies
- in ways that can **generate and maximise value**
- towards **shared** partnership & **individual** partner objectives
- often through more **innovative**, more **sustainable**, more **efficient** and/or more **systemic** approaches



Strength in Numbers

Small charities' experience of working together



Charity Commission (2010)

Key Findings

- More pertinent to small charities because of scarcity and uncertain environment (income volatility, effects of small staff turnover, reliance on volunteers)
- Older 2003 study found just 15% of charities with incomes under 10,000 GBP worked collaboratively with other charities (39% with budgets over 1 million GBP)
- Nearly half had collaborated in the last two years, 82% said this was successful—largely due to quality of the pre-existing relationship (55%), Compatibility of aims, values, mission (52%).
- Poor leadership, planning, and communication (29%) most quoted reason for failure.
- Most common activities (descending): informal sharing information or resources, joint fundraising events or activities, sharing equipment.
- Of those 82% who collaborated, only a quarter (26%) had entered into formal agreements.

*Small charity defined as annual income under 250,000 GBP—91% of all charities (2010)

Key Findings

However, a significant proportion of those charities reporting difficulties with their collaborative activity did not seek advice or support in relation to those specific difficulties (67%).

*Small charity defined as annual income under 250,000 GBP—91% of all charities (2010)

Analysis and Conclusions

- When small charities engage in collaboration it often works well
- Strong relationships and shared organisational aims
- Joint bidding for contracts can be problematic
- A more proactive approach especially for the smallest charities
- See the whole range of collaborative work
- Support–information, advice and guidance



CASTING A BROADER NET FOR COLLABORATION COMPETENCIES

**Inclusive SDG Cross Sector Partnerships in a
Q Methodological Study**

Joanna Stanberry

David Murphy

Janis Balda

Erica Lewis

Funded by UKRI

WHAT ARE THE SKILLS OR ABILITIES NEEDED TO WORK WITH OTHERS TO HELP YOUR COMMUNITY?



Table 1: Factor 1's Most-Like Statements

Number	Statement	Status
45	Identify and engage external stakeholders	+6
44	Demonstrate the value of shared decision-making	+5
40	Identify roles and expectations for those with specialist knowledge	+5
41	Negotiate agreement about the allocation and distribution of shared financial resources	+4
42	Respond effectively to questions from partners, public, and media	+4
18	Communicate effectively so that others understand	+4

Table 2: Factor 1's Most-Unlike Statements

Number	Statement	Status
9	Recognise the interrelationship between the issue being addressed and wider concerns	-6
10	Respond to relevant problems that are beyond the immediate context	-5
13	Understand and convey how one's work or sector relates to others	-5
12	Acknowledge the legal or regulatory requirements facing other sectors.	-4
11	Appreciate the capacity limitations of other organisations	-4
14	Connect people with related interests	-4

THE CONVENER

Table 3: Factor 2's Most-Like Statements

Number	Statement	Status
1	Engage with others	+6 ▾
18	Communicate effectively so that others understand	+5 ▾
17	Build trust by being open and relatable	+5 ▾
4	Work for the collective good before responding to individual interests	+4 ▾
8	Identify and value the capabilities of others	+4 ▾
35	Support the development of a shared vision	+4 ▾

Table 4: Factor 2's Most-Unlike Statements

Number	Statement	Status
48	Commit to a bigger project despite personal misgivings	-6 ▾
12	Acknowledge the legal or regulatory requirements facing other sectors.	-5 ▾
10	Respond to relevant problems that are beyond the immediate context	-5 ▾
6	Understand the drivers within other fields or sectors	-4 ▾
32	Use social media and public relations to effectively share insights about the collaboration	-4 ▾
13	Understand and convey how one's work or sector relates to others	-4 ▾

THE CONNECTOR

Table 5: Factor 3's Most-Like Statements

Number	Statement	Status
35	Support the development of a shared vision	+6
46	Coordinate multiple participants to organise meetings	+5
18	Communicate effectively so that others understand	+5
47	Act as chair to facilitate participation and inclusion in meetings	+4
16	Demonstrate enthusiasm for new ideas	+4
3	Demonstrate innovative thinking and creative problem-solving	+4

Table 6: Factor 3's Most-Unlike Statements

Number	Statement	Status
34	Bring together apparently mutually-distrustful groups to align their efforts	-6
19	Respectively question knowledge claims	-5
20	Identify and include viewpoints not represented in the collaboration	-5
39	Illustrate what you are not willing to sacrifice to achieve the desired goal	-4
43	Navigate power differences within the group	-4
21	Analyse and explain power dynamics	-4

THE CHAIR

Participant Comments

The main capability [I would add] would be empowerment of people beyond the 'usual suspects' to meaningfully engage. This needs the creation of open access spaces, resources to support people (admin, printing, digital), and a chance to learn and develop skills for collaboration.

Participant Comments

In my experience of getting together with others to do good I have been largely disappointed by the lack of diversity of participation and the fear around inviting criticism. Committees, groups, boards I have sat on have often lacked the confidence to look dispassionately at the subjects they feel passionate about.

Three Viewpoints

VIEWPOINT-1

The Convener

- Demonstrate the value of shared decision-making
- Identify and engage external stakeholders
- Identify roles and expectations for those with specialist knowledge

Least Important

- Recognise the interrelationship between the issue being addressed and wider concerns
- Respond to relevant problems that are beyond the immediate context

VIEWPOINT-2

The Connector

- Communicate effectively so that others understand
- Engage with others
- Build trust by being open and relatable

Least Important

- Commit to a bigger project despite personal misgivings
- Acknowledge the legal or regulatory requirements facing other sectors.

VIEWPOINT-3

The Chair

- Coordinate multiple participants to organise meetings
- Support the development of a shared vision
- Act as chair to facilitate participation and inclusion in meetings

Least Important

- Bring together apparently mutually-distrustful groups to align their efforts
- Respectively question knowledge claims

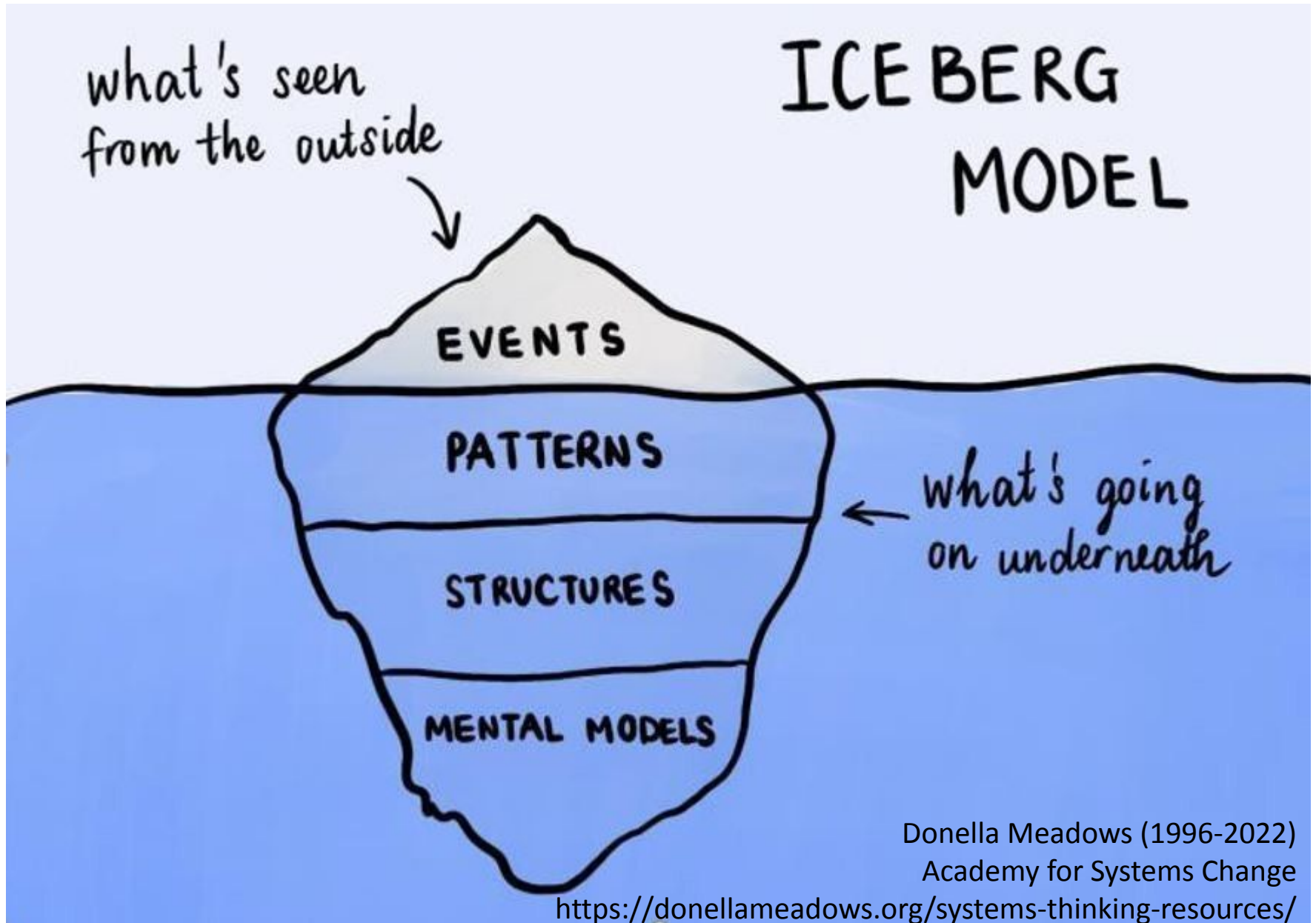
When collaborating with others to help your community, what capabilities do you think are most important?



**Least
Important**

**Most
Important**

Systems Thinking



Donella Meadows (1996-2022)
Academy for Systems Change

<https://donellameadows.org/systems-thinking-resources/>

Questions

- **To what extent are you noticing evidence of the two viewpoints in your collaborative work?**
- **How might a consideration of the wider context benefit your organisation and your collaborative work?**



<http://sdgactioncumbria.com/VCSE>

2015



The Sustainable Development Goals (SDGs) apply to all countries and are nationally-owned & country-led, with each given the freedom to establish a national framework for achieving the SDGs.

GOAL 17



2015

STRENGTHEN THE MEANS OF IMPLEMENTATION AND
REVITALIZE THE GLOBAL PARTNERSHIP FOR
SUSTAINABLE DEVELOPMENT

SUSTAINABLE DEVELOPMENT GOALS

More at sustainabledevelopment.un.org/sdgsproposal



THE SDG PARTNERSHIP GUIDEBOOK



**PARTNERSHIP
ACCELERATOR
2030 AGENDA**
FOR SUSTAINABLE DEVELOPMENT

A practical guide to
building high impact
multi-stakeholder
partnerships for the
Sustainable Development
Goals

First Edition

