

# **Seminario de Filantropía Corporativa e Inversión Social 2009**

Alianzas intersectoriales: Empresas,  
Gobiernos y Sociedad Civil

10 de octubre, 2009

## Agenda for today

10:00 – 11:40

Partnerships Talk

11:40 – 12:00

Break

12:00 – 13:00

Partnership case study

13:00 – 14:00

Questions & Answers,  
Advising & Discussion

## Objectives

- Share our learning to-date about partnership building
- Explore some key concepts and elements of partnerships
- Provide space for discussion and networking

# Introductions

Why are you interested in  
the subject of partnerships?



# Introducing



*Since we believe...*

Systemic change can occur when diverse stakeholders – from government, business, civil society, affected communities and elsewhere – work together for common purpose



*...Synergos...*

Cultivates leadership, networks and communities of practice for collaborative change

Takes a leadership role in select *inclusive* partnerships

Supports and influences other collaborations through service offerings and knowledge sharing



*...incorporating into all activities...*

Personal Transformation

Bridging Leadership

Systems Thinking and Root Cause Identification

Capacity Development



*...to achieve:*

Sustainable systems change to decrease poverty and advance social justice.



## Programs

### Leadership

- Global Philanthropists Circle
- Senior Fellows / Middle East Social Innovators
- Other Networks

### Knowledge

- Bridging Leadership
- Foundation Building Sourcebook

### Partnerships

- Partnership for Child Nutrition
- Aboriginal Leadership Initiative
- African Public Health
- Namibia Alliance for Improved Nutrition
- Leadership and Innovation Network for Collaboration in the Children's Sector (SA)

# Partnership Concepts

# Defining partnerships



A **multi-sector partnership** is an agreed cross-sector collaborative initiative, relationship or joint venture that brings together people and institutions from diverse social sectors (government, business, and civil society) to forge common purpose and undertake joint action in pursuit of a public good (such as, for example, achievement of Millennium Development Goals, better delivery of public, economic growth, etc.).

**Multi-stakeholder partnership** suggests a collaboration that includes multiple rights holders or stakeholders in a particular issue or development challenge, within a broad sector or among the various sectors. The UN system has defined a multi-stakeholder partnership as a voluntary and collaborative relationship between various parties, both state and non-state, in which all participants agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits.

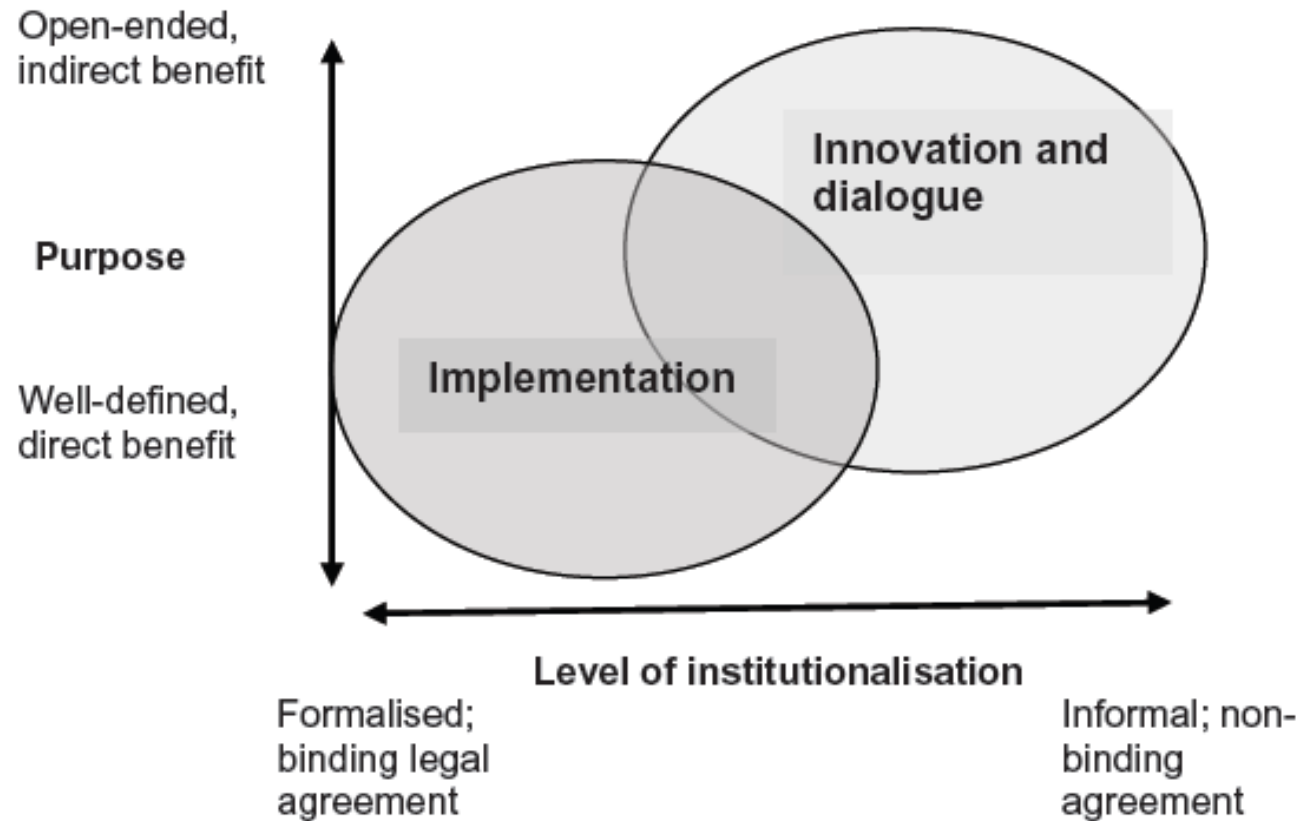
# *Inclusive Partnerships*

“...voluntary and collaborative relationships between various parties, both State and non-State, in which all participants agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits.”

AND which are **inclusive of the voice and active participation of people directly affected by the issue in question – especially of poor and marginalized communities.**”

Towards Global Partnership – Report  
of the UN Secretary-General

# Partnership classification



Source: Hamann et al "What makes cross-sector partnerships successful? A comparative case study analysis of diverse partnership types in an emerging economy context" (2009)

# Spectrum of Partnerships



## Trends



- Smaller number of partners
- Stronger sense of ownership and buy-in
- Increased partner investment/commitment
- Greater potential risks and rewards
- More concrete objectives
- Clearer non-partnering alternative approach

# Rationale for Inclusive Partnerships

- The problem is complex and the solution is unknown – creativity and community wisdom can help find solutions
- Implementation of the solution is beyond the capacity of any one actor and not sustainable unless other stakeholders are involved
- Contribute to knowledge creation
- Promote individual and organizational transformation
- Enable diverse and complementary competencies and resources to be drawn together; avoid duplication
- “You cannot solve a problem from the same consciousness that created it. You must learn to see the world anew.” (Einstein)

# Complex problems

## Two Approaches to Solving Problems

| Type of complexity | Definition                                       | Ordinary approach for simple problems | Extraordinary approach for complex problems | Process requirement |
|--------------------|--------------------------------------------------|---------------------------------------|---------------------------------------------|---------------------|
| <b>Dynamic</b>     | Cause and effect are far apart in space and time | Piece by piece                        | System as a whole                           | Systemic            |
| <b>Generative</b>  | Future is unfamiliar and undetermined            | Existing solutions                    | Emerging solutions                          | Creative            |
| <b>Social</b>      | Actors have diverse perspectives and interests   | Experts and authorities               | Stakeholders and “stickholders”             | Participative       |

Source: Kahane after Scharmer and Senge  
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# Systems change requires 'inclusive partnerships'

A wider, more inclusive notion of partnerships is needed, based on:

- Public accountability
- Citizen participation
- Equity/fairness
- Transparency and good governance
- Power-sharing between sectors

Is the concept of inclusive partnerships relevant to your work? Why or why not?



SYNERGOS  
INCLUSIVE  
PARTNERSHIPS  
LIFECYCLE

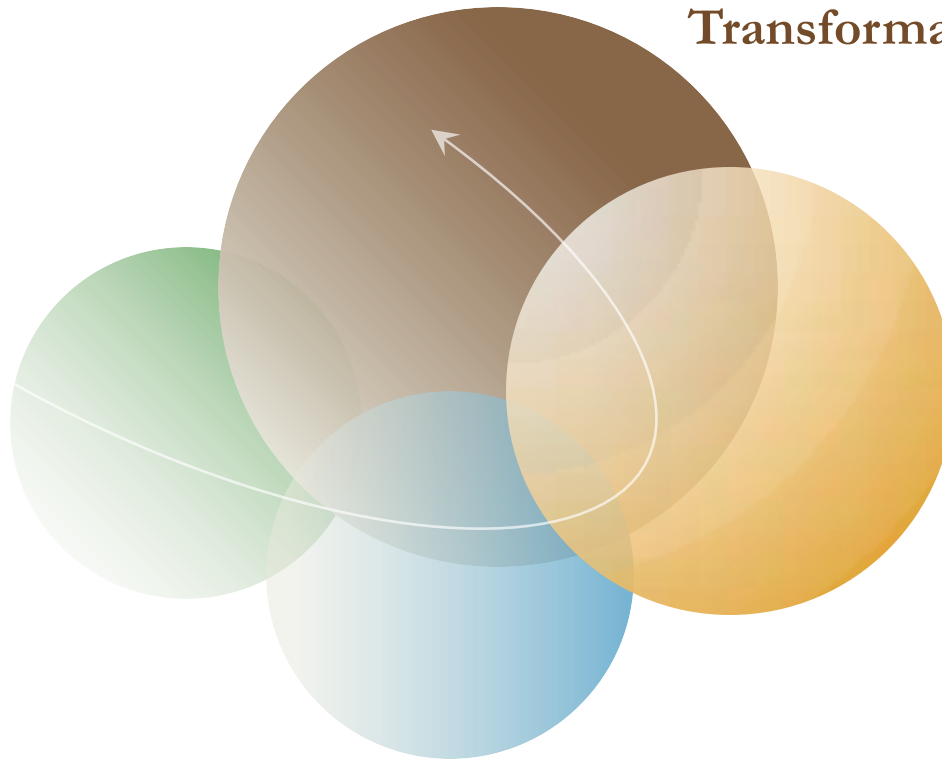


Invitation &  
Assembly

Systems  
Transformation

Action

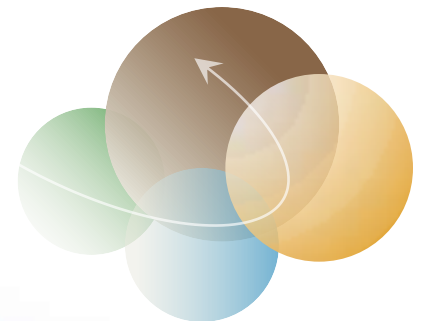
Dialogue & Learning



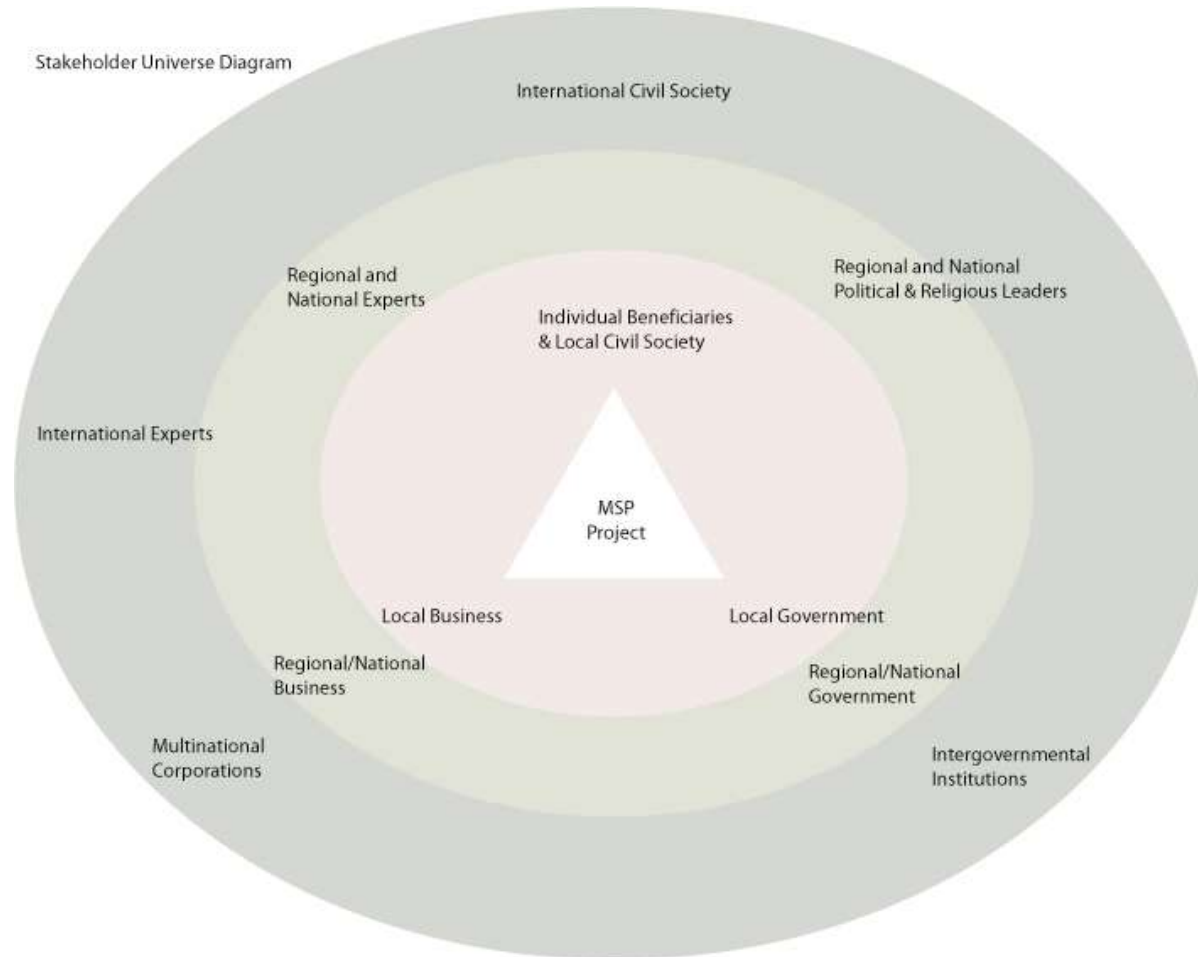
# Synergos Inclusive Partnerships Lifecycle

## Invitation & Assembly

- Idea Generation & Feasibility Assessment
  - Identify a poverty and social justice situation/issue that could potentially be addressed through an Inclusive Partnerships approach.
  - Assess ripeness of the situation/issue for an Inclusive Partnerships approach, considering political will for change, willingness of key stakeholders to engage, the availability of leadership to drive change, among other factors.
- Partnership Development
  - Convene a Holding Group to co-develop an Initiative that addresses the identified situation/issue. This core group of organizations share vision and responsibility for bringing the Initiative to fruition.
  - Set an intention and tone of partnership for the Initiative, working to engage both head and heart.
  - Develop a governance framework for the Initiative, as well as principles and values to guide it.
- Situation Research and Systems Analysis
  - Conduct initial research to frame the situation/issue, create a working hypothesis and generate an intervention logic.
  - Perform in-depth root cause analysis on the situation/issue, and refine the project frame, working hypothesis and intervention logic accordingly.
  - Articulate the Initiative's goals and objectives.
  - Engage Holding Group & others in a participatory process for designing Initiative.
- Stakeholder Mapping & Convening
  - Identify entry point focus for stakeholder convening and systems change efforts.
  - Identify key stakeholders; assess their interests, connections and potential role in the Initiative.
  - Secure participation of a Stakeholder Group to engage in dialogue and action work on Initiative's issue area.
  - Formalize participation of Stakeholder Group, with clear agreements on expectations and commitments.



## Example of a stakeholder diagram

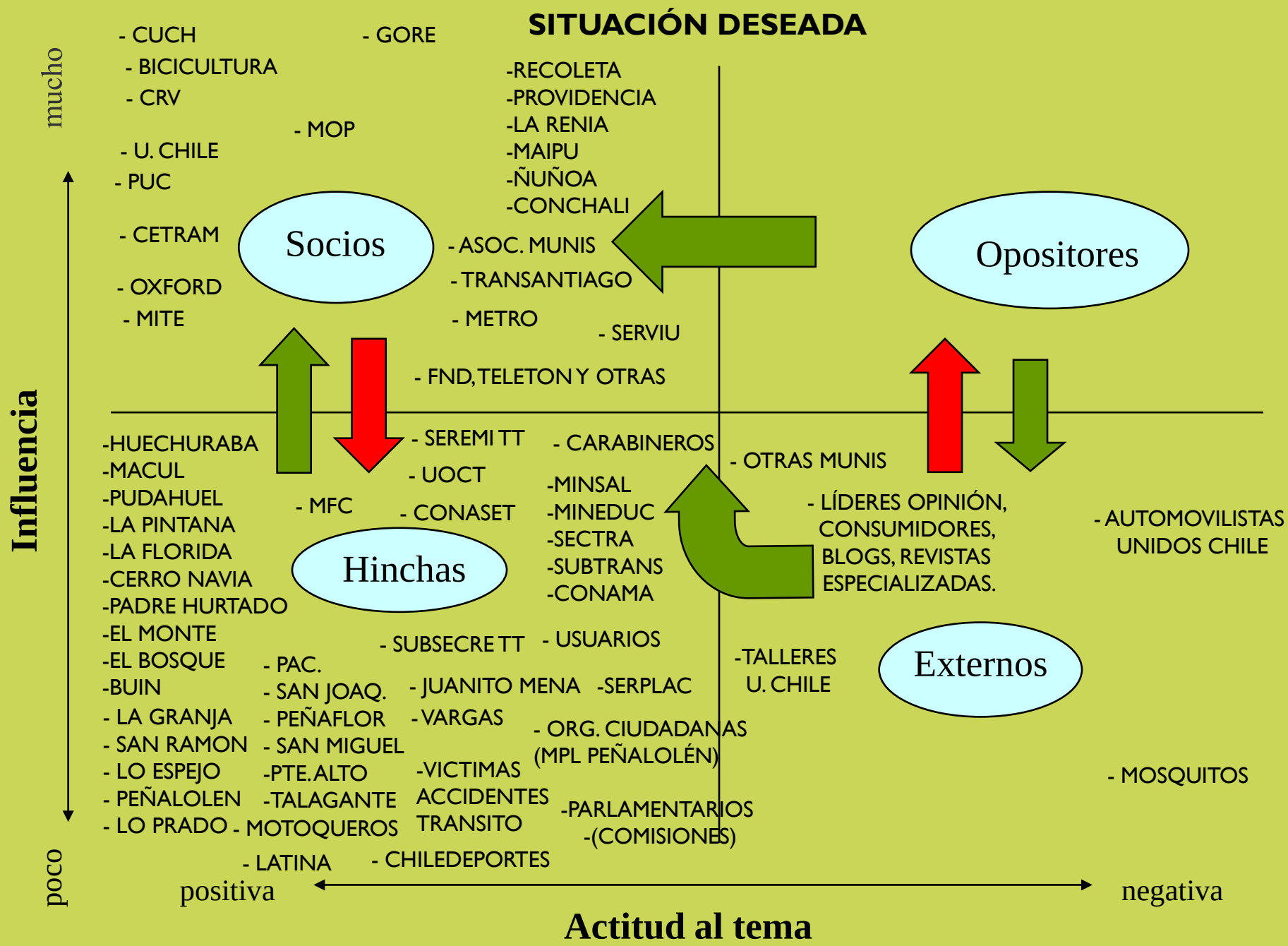


**Adapted from:** TheManager.org, Stakeholder Management:  
<http://www.themanager.org/resources/Stakeholder%20Management.htm>



## Example of Stakeholder Map: Citizen-Government Roundtable for a Bicycle-friendly culture in Chile (launched July 2008)

From presentation by Synergos Fellow Lake Sagaris (Chile)





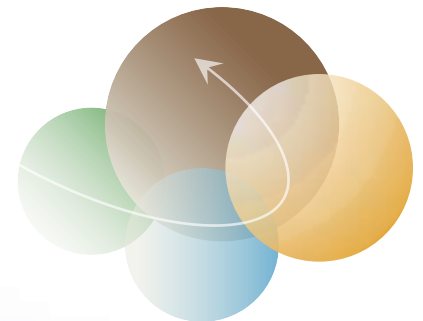
Does the prospective partner have?...

- A good track record
- Good standing within their own sector
- Good standing with other sectors and key players
- Wide-ranging contacts they are willing to share
- Access to information/resources/experience
- Complementary skills/competencies
- Sound management and governance
- Financial stability and reliability
- Stable staff group
- Staff with experience in developing projects; mobilizing resources; good communicators/team players

# Synergos Inclusive Partnerships Lifecycle

## Dialogue & Learning

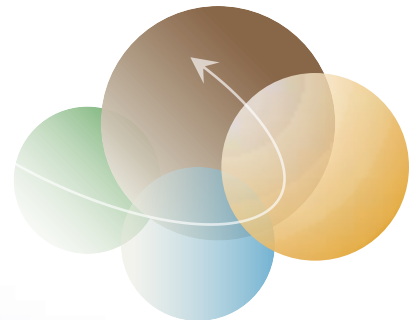
- Stakeholder Mobilization & Launch Preparation
  - Assess readiness of those in Stakeholder Group to engage in partnerships across sectors; build this capacity as needed before convening the group for collective action.
  - Identify and address with Stakeholder Group issues related to interest and power relationships that may pose obstacles to collective action.
  - Secure support of high-level champions.
  - Refine governance framework, principles and values to serve overall partnership.
  - Identify pre-requisites & enabling conditions for success, as well as deal killers.
- Stakeholder Dialogue & Learning
  - Engage Stakeholder Group in learning activities to help them see the issue / system in a new way.
  - Engage the Stakeholder Group in leadership development & personal growth experiences, including aligning vision and strengthening individual and collective commitment.
  - Build skills of Stakeholder Group in areas where there are gaps, including leadership skills for collaborative change.
  - Develop a shared systems-perspective understanding of the issue among the Stakeholder Group.
  - Assist Stakeholder Group to build support within their home institutions for the Initiative and their engagement with it.
  - As the Initiative takes shape, expand Holding Group membership and formalize as appropriate.



# Synergos Inclusive Partnerships Lifecycle

## Action

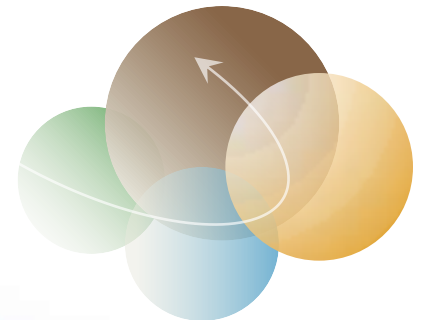
- Action Planning
  - Define goals, objectives and investment criteria for a portfolio of Systems Change Initiatives that target the situation/issue at its root causes and key leverage points.
  - Develop initial concepts for Systems Change Initiatives with Stakeholder Group, drawing on the energy and insight developed through their dialogue and learning experiences.
  - Iteratively test and develop concepts for Systems Change Initiatives.
  - Keep developing those Systems Change Initiatives concepts that show promise, and drop others according to investment criteria.
  - Decide on the Systems Change Initiatives to be funded and implemented.
- Systems Change Initiatives
  - Develop detailed implementation plans for Systems Change Initiatives.
  - Invite in additional stakeholders as needed to implement Systems Change Initiatives effectively.
  - Implement Systems Change Initiatives as a comprehensive portfolio of efforts.
  - Create an enabling environment for Systems Change Initiatives and manage them.
  - Evaluate results of the Systems Change Initiatives.



# Synergos Inclusive Partnerships Lifecycle

## Systems Transformation

- Scaling & Sustaining
  - Identify the Systems Change Initiatives to be adapted to context and scaled, and define options for scaling.
  - Engage other partners as required to implement scaling options.
  - Ensure that local leadership, financing and institutional housing is in place to scale Systems Change Initiatives.
  - Engage champions in considering policy change as a route to scaling & sustaining.
- Social Momentum Building
  - Continue Stakeholder Group's learning & dialogue; deepen efforts to build group cohesion for it to serve as a community of practice.
  - Share learning and outcomes of Systems Change Initiatives with wider audience.
  - Establish a formalized network connecting all stakeholders as an Alliance to advance change on the issue.
  - Create long-term sustainability and institutionalization plan for the Alliance, to include leadership, organizational structure, funding, etc.
- Leveraging & Exiting
  - Support local leaders who wish to replicate the broader Initiative and its Inclusive Partnership approach.
  - Gradually shift external (Synergos/Holding Group) role in the Initiative, from foreground to background.
  - Connect in-country Alliance with global counterparts through Synergos networks.
  - Build the global partnerships field by sharing knowledge from the experience.



# Top Learning To Date



1. **Relationship:** Relationships of trust and honesty are what make partnerships work.
2. **Authenticity:** Genuine participation on the part of the partners and the broker is critical.
3. **Ownership:** Multi-stakeholder initiatives need to be owned by people in the system, not by outside experts. The problem, the solution, the goal, the process need to be owned by the partners.
4. **Focus & Results:** Need to negotiate specific goals and desired results early on or else multi-stakeholder partnerships can become unfocused and all things to all people.
5. **Context:** Process divorced of context is unlikely to work. Approaches must be context-specific. Framing of an initiative, the process, core vocabulary must come from, or be understandable to, the local culture and context.
6. **Passion:** There is usually “one crazy person” or “a small crazy team” at the center of it all that animates, energizes, and sustains a process. We have to nurture and support these people.
7. **Process:** Enabling facilitation is required to make multi-stakeholder programs work, but process must serve the project and not vice versa. Participant / local ownership of the process is critical.
8. **Governance:** It's critical to make an up-front investment in clarifying governance & decision making systems and to continually reinforce, clarify and adapt these systems. Multi-stakeholder projects are messy by definition and need a structure, framework, and discipline in which to work.
9. **Sustainability:** Attention to long-term sustainability must be paid at the beginning, not the end. Multiple dimension sustainability need be considered: financial, institutional, personal leadership & championship, etc. The institutional housing of an initiative is critical to long-term sustainability.
10. **Connecting to Meaning & True Talent:** We have to work to connect everyone in a partnership to what is most meaningful to them, and to tap individuals and organizations for the talents that they have and are most energized to share.

# Partnership Elements

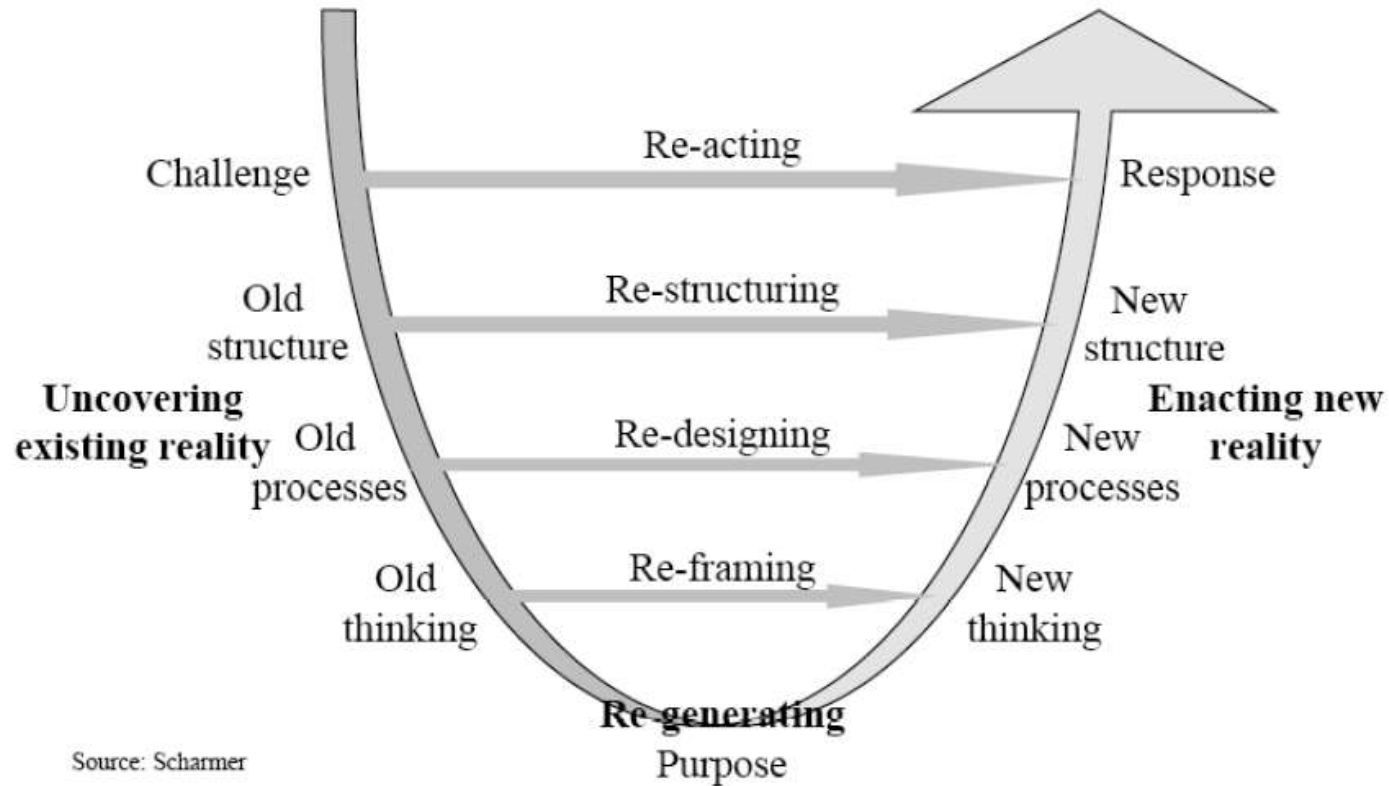
## Process



- Balance of process and results
- The process is part of the solution – profound change requires deliberation
- Lack of process benefits the powerful actors
- Has to create spaces where everyone gets heard
- Has to be flexible and accommodate new developments
- Has to be grounded in the context
- Has to consider cultural differences between the sectors

# Process: Theory-U

## Change Can Occur at Different Levels



Source: Scharmer

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# Theory-U

## 1. Co-initiating:

uncover common intent

stop and listen to others and to  
what life calls you to do

## 2. Co-sensing:

observe, observe, observe

connect with people and places  
to sense the system from the whole

## 3. Presencing:

connect to the source of inspiration and will

go to the place of silence and allow the inner knowing to emerge

## 5. Co-evolving:

embody the new in ecosystems  
that facilitate acting  
from the whole

## 4. Co-creating:

prototype the new

in living examples to explore  
the future by doing



# Process Example: Partnership for Child Nutrition (India)

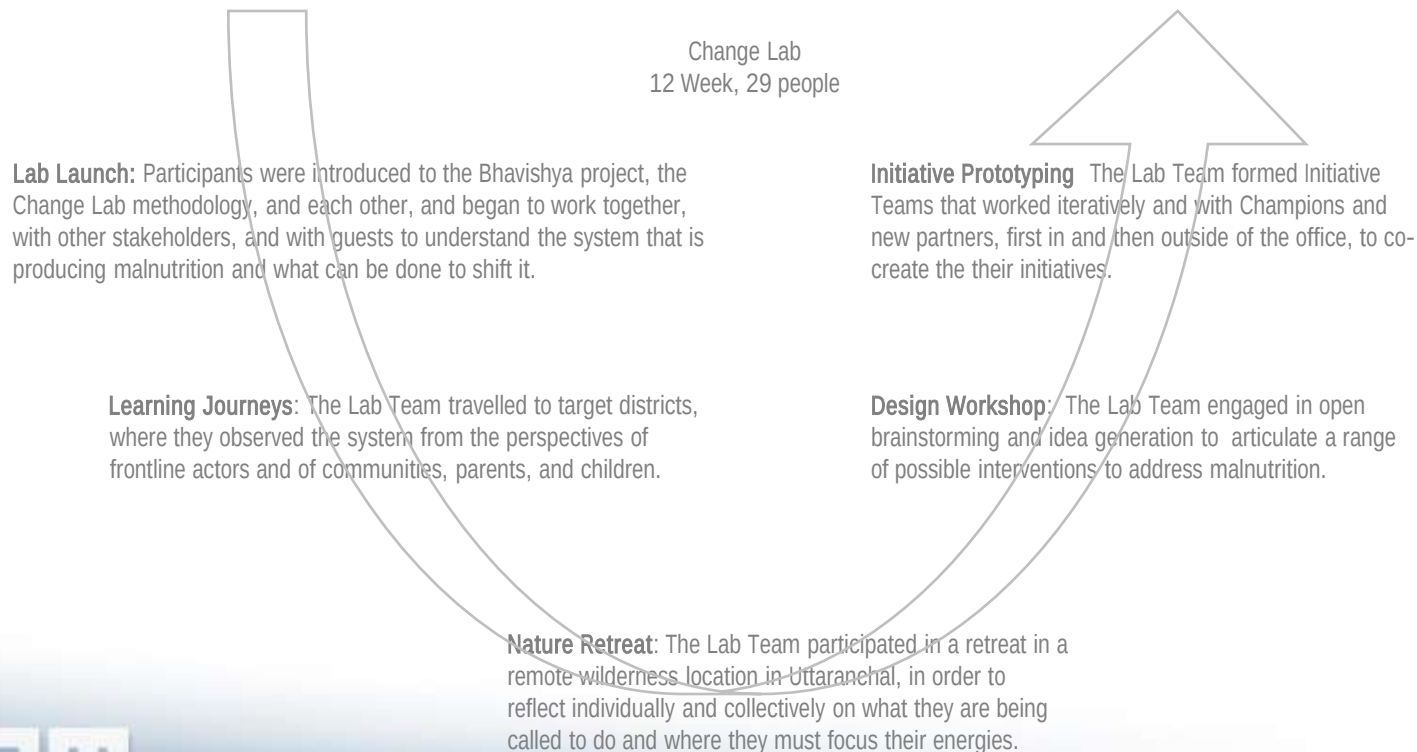


## Pre-Lab (2 years)

- Global partnership established (Unilever, Unicef, Synergos)
- Local branding of project as “Bhavishya”
- Early stage formation of new Indian Trust to hold project
- Interviews with about 150 key Indian stakeholders
- Identification of focus geography, Maharashtra
- Situation analysis, convening, process design, fundraising
- Identification and selection of Indian facilitators, process documentors.
- Selection of local evaluation team
- Convening lab team

## Post-Lab: (2 years, ongoing)

- Work to draft and re-draft plans for field work
- Activities to re-engage and re-align partners, especially corporates
- Continued relationship and trust building
- Field work focusing on: nutrition rehabilitation centers, supply chain improvements, girls empowerment
- Building and strengthening Bhavishya Alliance; hiring of core staff and CEO
- Baseline surveys of health and nutrition status in selected districts
- Fundraising to sustain initiative



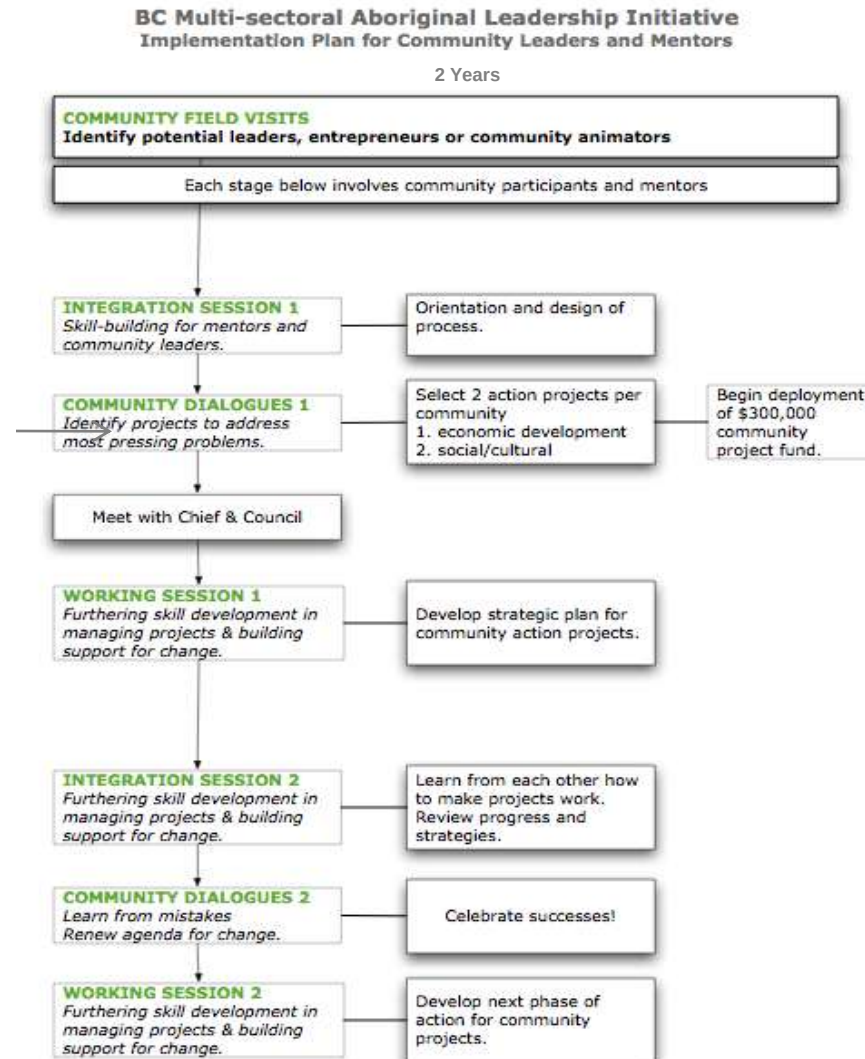


## Process Example 2: Aboriginal Initiative (Canada)



**Pre-process:** involved a 4 year effort of social mobilization, movement-building, team building, convening, fund-raising design and planning.

We are here now:



How do you engage in partnerships? Do you have a guiding framework or philosophy of partnerships?



## Management and Facilitation



- Partnerships require management and secretariat, just like any program or project.
- They require serious time commitment by all parties involved.
- Clear decision-making process, accountability and transparency are all crucial.
- Skilled, committed and bold facilitators make all the difference.
- Most of the work takes place in between the meetings.
- If you are heavily involved, consider an outside facilitator.

## Leadership

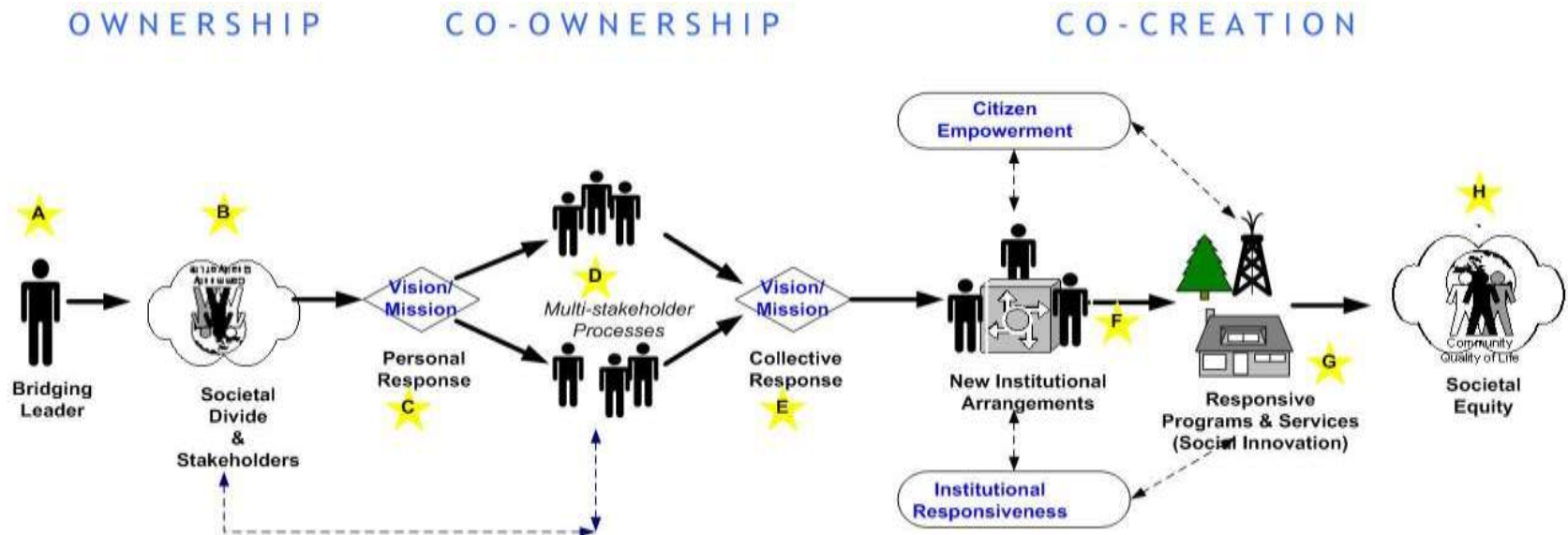
- Leaders do the *right things* while managers do the *things right*
- Leaders are change agents, visionaries, lifelong learners, values driven and can deal with complexity

# Bridging Leadership

## A Paradigm Shift in thinking about Leadership:

| FROM Leaders as                        | TO Leaders as                                                                |
|----------------------------------------|------------------------------------------------------------------------------|
| Commander and controller               | Facilitator and convener                                                     |
| Sole owner of the problem and solution | Prime mover, but a co-owner of the problem and solution                      |
| Having all the answers                 | Creator of the conditions where answers emerge                               |
| A single intelligence                  | Focuser of collective attention and the distiller of collective intelligence |
| Head of one organization               | Ligament between organizations and institutions across a system              |
| Holder of power                        | Distributor of power, letting go to enable new things to emerge              |
| Expert                                 | Non-expert, mobilizing the expertise of others                               |

# Bridging Leader Action Framework



## Ownership

- The Bridging Leader makes a personal response to the issue
- Understands its systemic analysis and recognizes the interests of its many stakeholders

## Co-Ownership

- The Bridging Leader convenes stakeholders to co-own the issue
- Through a process of dialogue and engagement, the stakeholders arrive at a shared vision and shared response.
- The vision becomes the societal outcome aspired for by everyone.

## Co-Creation

- A social innovation/intervention is adopted and carried out through new institutional arrangements/partnerships.
- Over time, the arrangements are institutionalized into formal structures and processes together with a policy environment supportive to stakeholders' participation and responsive institutions.
- The Bridging Leader sustains his work by cultivating sources of renewal.

# A Bridging Leader:



- Has a **formal/ informal mandate & accountability** to address a social cause
- Has necessary **authority/ leadership** to take independent decisions and partner with other stakeholders
- Has **clearly articulated/ displayed passion** to address the social cause
- **Can influence the system** and implement the desired interventions- upwards, side-wards and downwards, with or without formal authority
- Displays '**Participatory Consciousness**' as against 'top-down', 'expert' or 'interventionist approach'- i.e. believes in the fact that complex social issues *cannot be* addressed by just one best solution *but* by collaboration, participation and ownership of community & other stakeholders

Key question asked of the bridging leader:

**What is my relationship capital? What is the social return on my relationship capital?**

- Is the bridging leadership concept relevant to your work?
- Is it relevant to Mexico in general? Why or why not?



## Trust

- Trust building and development of informal, personal relationships are crucial to success.
- You cannot collaborate effectively on social issues when you are in a competitive mode
- True generosity, deeper understanding are only accessed in a secure space
- This requires time and careful facilitation and process design.

## Personal Transformation



- “The fight is never about grapes or lettuce. It is always about people.” (Cesar Chavez)
- You can find allies, who share your values, in every sector.
- Peers influence peers. Your allies are your entry points, who can bring along others.
- Convening and outreach activities and networking forums are important to be able to find them.
- Social change starts with individual change, but this takes time careful process design and skillful facilitation.
- The individuals need to be able to bring along their institutions – so select them carefully!

How can you build more trust, social capital and individual commitment of leaders?



## Power

- Partnerships are about sharing power (think charity vs. strategic philanthropy)
- In partnerships power should be used externally, not internally
- Partnerships require giving up control and trusting whatever emerges
- Some actors may require capacity building to be able to participate as an equal partner
- Power inequalities need to be considered from the beginning

## Communications



- Use communications to build a broad network of support and extend the reach of the partnership.
- Engage stakeholders as part of a movement that is meaningful.
- Brand the partnership with a name and image relevant in the local context.
- Segment the stakeholder group and tailor messages, media and outlets to reach each segment.
- Whenever possible create opportunities for interactive communications; engage users in content generation, spark dialogue and share ideas.
- Enable stakeholders to advocate for the issue

## Resource Mobilization



- Allow the guiding values of the partnership to help define what resources are valued.
- Acknowledge that stakeholders contribute a range of important resources: human capital, intellectual property, physical assets, financial assets.
- Engage resource providers as an integrated part of the partnership solution rather than a distant benefactor sitting in judgment.
- Access resources as an extension of the partnership process; work via trusted relationships.

## Evaluation

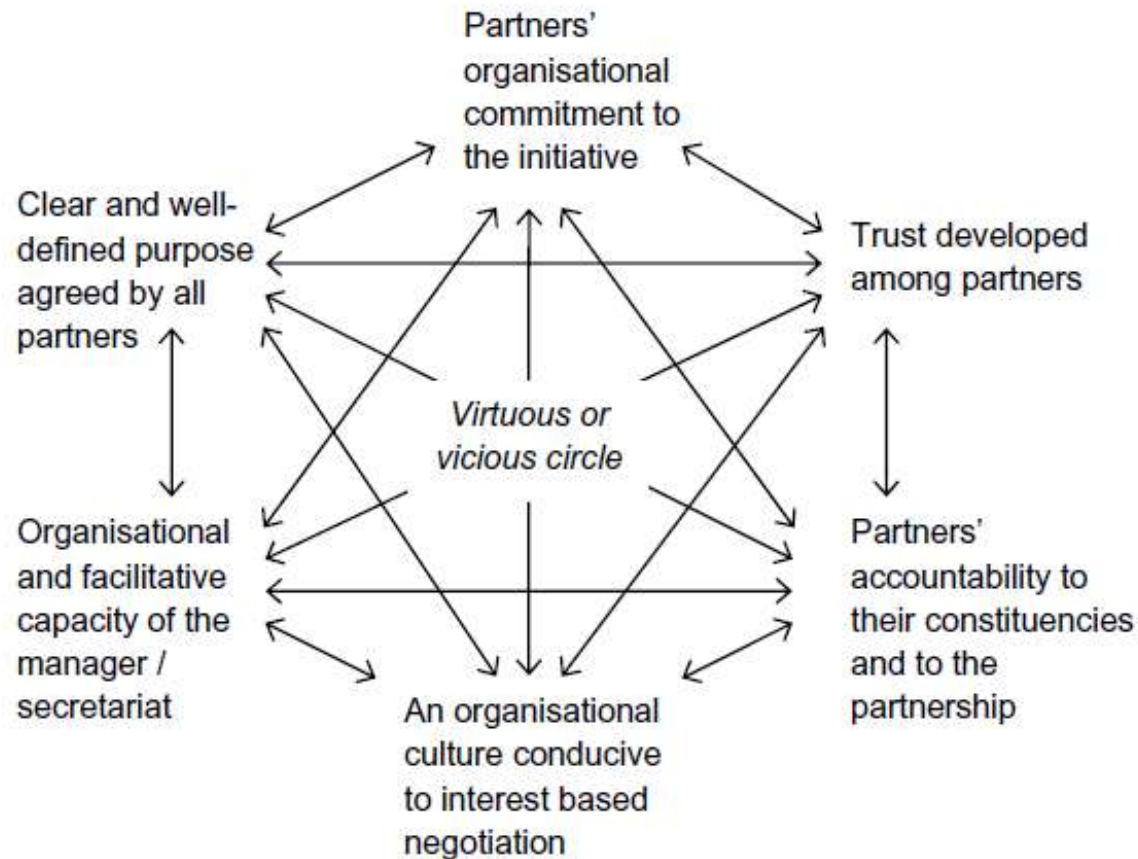
- Allow the guiding values of the partnership to drive the evaluation process.
- Engage stakeholders in naming the results that are important to them and defining how to measure that information, including institutional and personal transformation.
- Recognize there is not a single view of the partnership's progress and that multiple perspectives are valuable. Pursue alternative measurement approaches simultaneously.
- Marry the skills of monitoring and evaluation experts with the experience of community partners.
- “Not everything that can be counted counts, and not everything that counts can be counted.”

### Knowledge Development & Management

- Identify target audiences, define tools for capturing the information relevant to them, and develop the best delivery mechanisms to share this information.
- Connect the knowledge generated through the partnership to stakeholders working on the same social problem, and to stakeholders pursuing a partnership approach to problem-solving.
- Generate learning histories to document the development and deepening of ideas, and the personal and social transformation that occurs throughout the partnership process.

### Human Capacity Development

- Foster an environment that respects a range of skills and experience.
- Encourage two-way learning through mentoring and apprenticeship.
- Recognize that local stakeholders bring the privilege of local knowledge and external stakeholders bring the privilege of formal knowledge.
- Harness the resident knowledge in the community. Rely on local people and expertise whenever possible.
- Build capacity through the engagement of local teams; allow the project to leave more than it takes from the community.



Source: Hamann et al "What makes cross-sector partnerships successful? A comparative case study analysis of diverse partnership types in an emerging economy context" (2009)

# Partnership Building is both: an art and a science



## ART

- Insight / imagination / feeling
- Vision (of the future)
- People skills
- Active listening
- Personal engagement

## & SCIENCE

- Knowledge / analysis / thinking
- Understanding (of the past)
- Admin/management skills
- Precise speaking
- Professional detachment

What are the biggest challenges you are facing in building partnerships?





## About Synergos

Synergos means “working together.”

We are a global nonprofit organization that facilitates cooperation among communities, civil society organizations, government and corporations on critical global challenges. We work in three areas: supporting and engaging in partnerships, fostering networks of social investors and social innovators and creating and sharing knowledge. Synergos works with a global network of social investors, civil society leaders and corporate and government partners committed to sustainable development.

Synergos has a 20-year track record in building trusting relationships and creating effective development partnerships.

Synergos' staff of 40 are located at its headquarters in New York City and offices in Cape Town and Windhoek.

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