

Bringing Partnership Principles into Practice

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Water for Women Fund

Australia



WATER
& WASH 2023
FUTURES

Achieving SDG6 in a Changing Climate

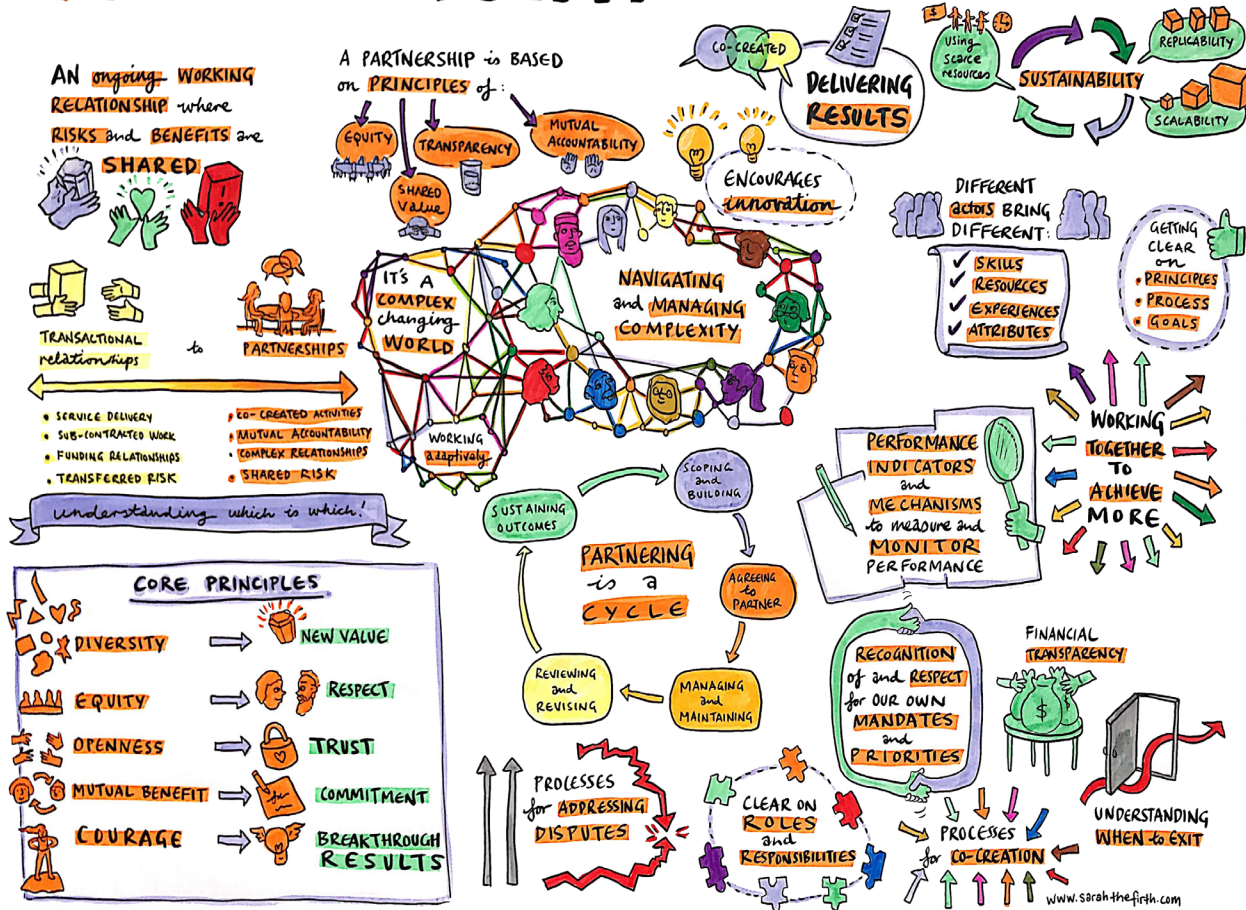


#WaWF23

Partnering Theory is a Real Thing!

PARTNERSHIP

*theories and reflections
on partnering approaches*



No more simple problems!

- ➡ Complexity
- ➡ Systems impacts

Bringing diverse actors together

- Sharing assets, resource
- Being adaptive
- Fostering innovation
- Distributing ownership & leadership

Core principles

- Diversity ➡ new value
- Equity ➡ respect
- Openness ➡ trust & accountability
- Mutuality ➡ commitment
- Courage ➡ breakthrough

Transactional Relationships

Service delivery
Subcontracted work
Funded relationships
Transferred risk

Partnership

Co-created activities
Mutual accountability
Complex relationships
Shared risk



Adopting a partnering approach is about

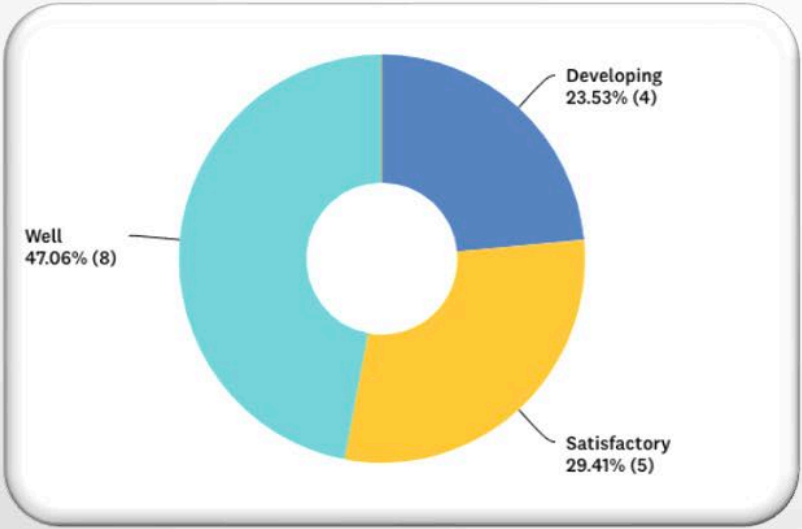
Actively transforming business processes to help transactional relationships become genuine partnerships where appropriate

Repositioning relationships that are inaccurately described as partnerships

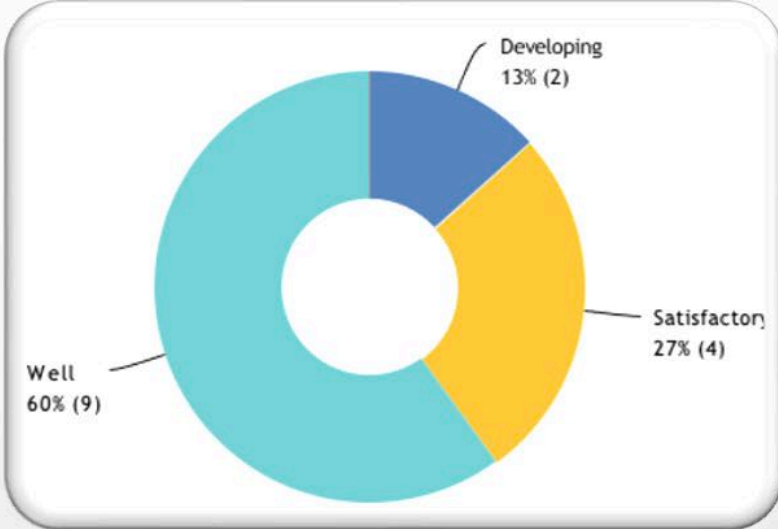
Transformative partnerships aim to shift and equalise power

Principle: Purposefulness

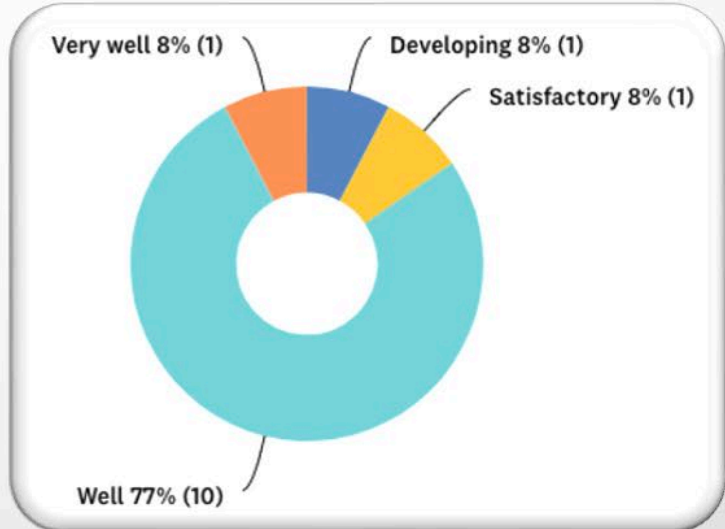
How well focused are we on the priority areas?



2020



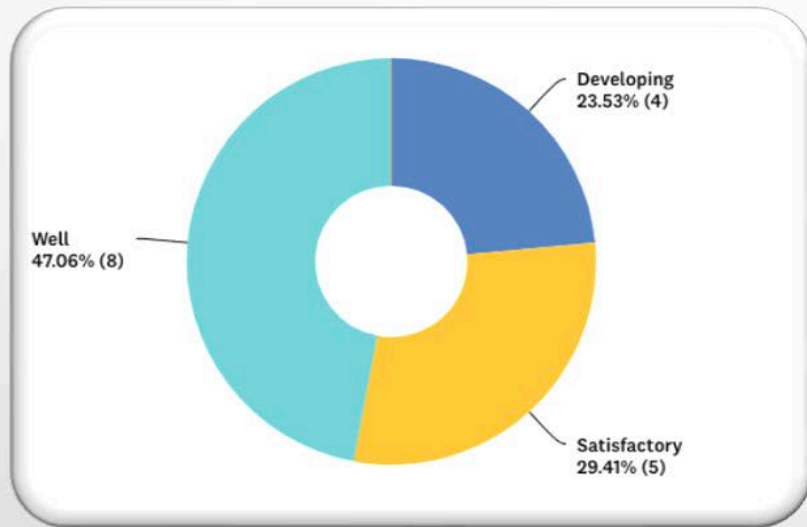
2021



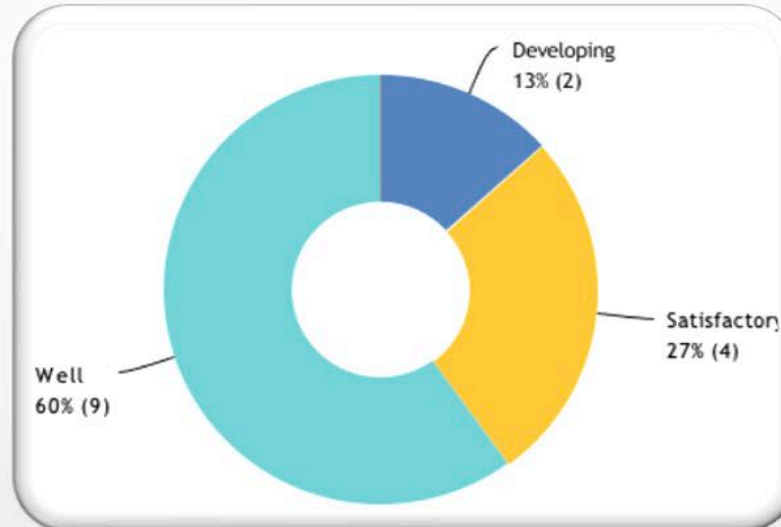
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Principle – Mutual Benefit

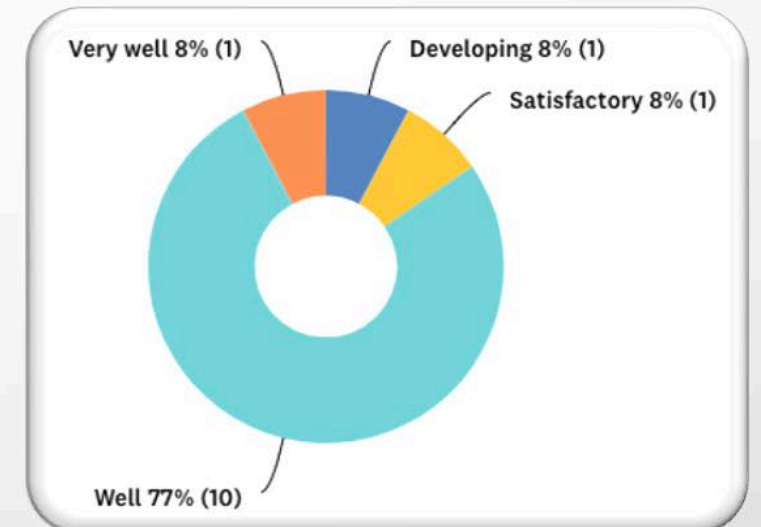
The benefits of the partnership outweigh the cost of being involved?



2020



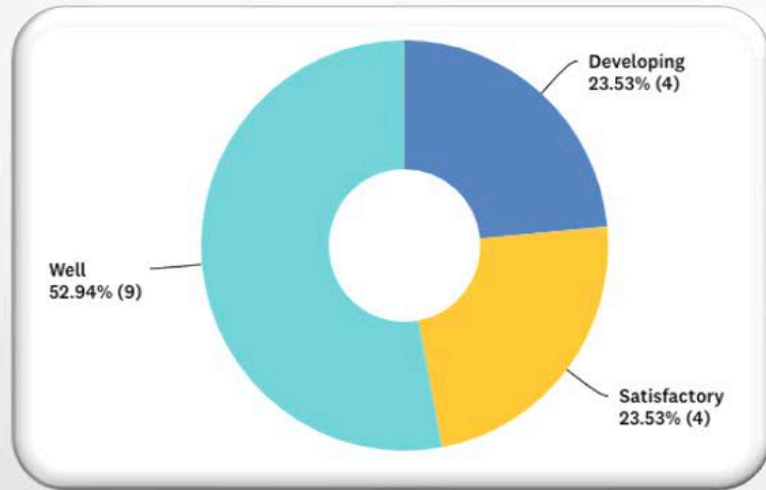
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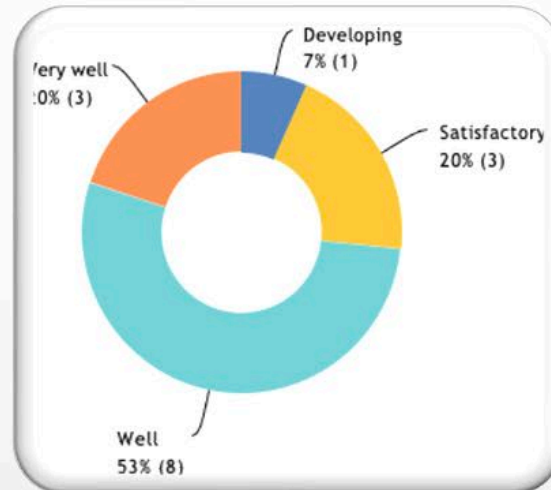
2022

Principle: Value Addition

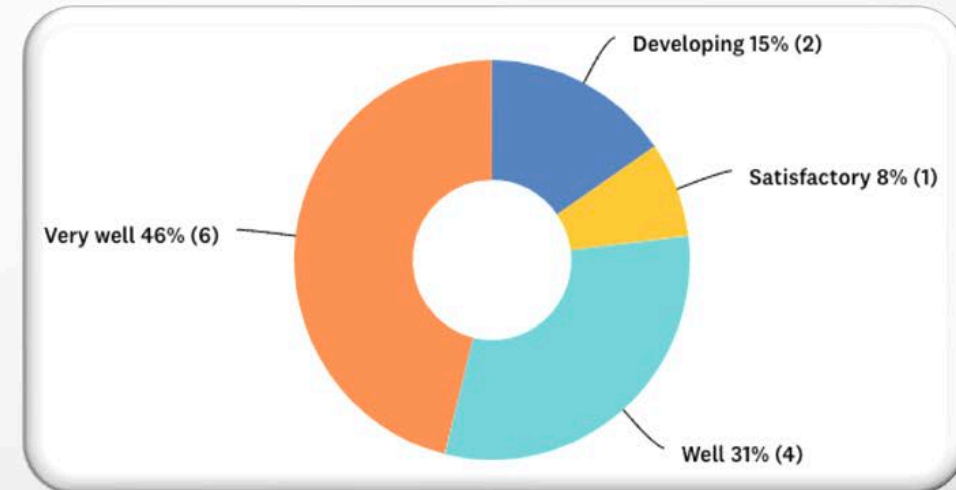
The partnership enables us to achieve results that could not have been achieved otherwise?



2020



2021



2022

Partnering with Intent - The Fund Partners Group

The Challenge

How to bring congruence across a diverse grant program, with a shared program logic, which assumes collaboration to leverage the Partnership and achieve Fund wide outcomes.

The Response

“A common forum to share the benefits and challenges associated with multiple stakeholders working as part of a single Fund while operating with different expectations, strengths, drivers, mandates and obligations.”

- ➔ Fund Wide Learning
- ➔ Fund Governance & Direction
- ➔ Positioning in the Australian & Global WASH sector

Intentional : Structured : Focused

Partnering with Intent – Building Equity

The Challenge

Challenging the inherent power imbalances between

- funder/implementer
- ANGOs and INGOs
 - CSOs and ROs

The Response

- ➔ Diversified leadership – rotating focal points
- ➔ Voice holders
- ➔ Partner led agenda and shared chairs
- ➔ Opening conversations on business processes
- ➔ Working groups - COPs

Partnering with Intent – Building Accountability

Challenge

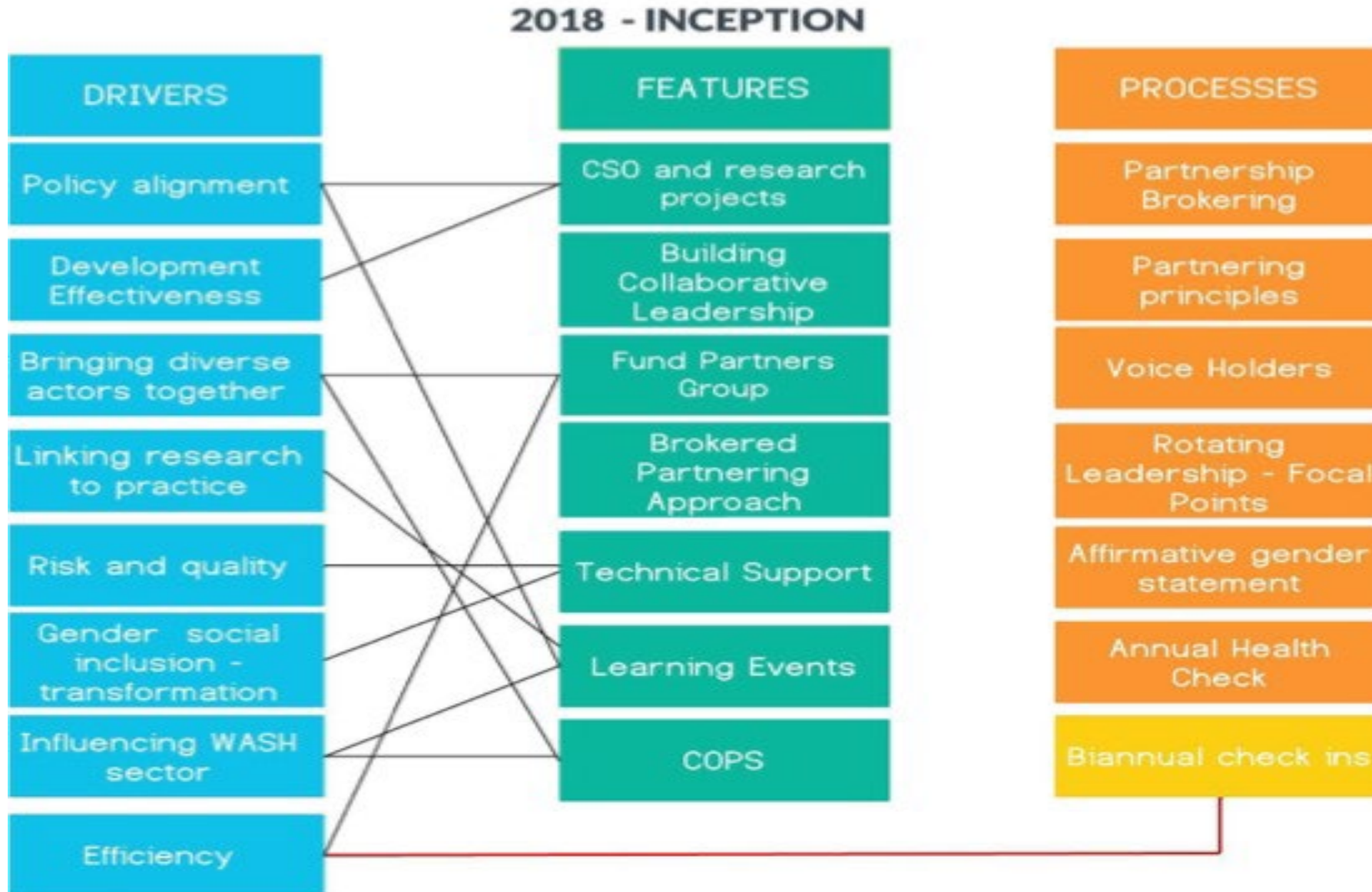
Shifting from upward to two-way
accountability

Establishing buy in and action

- **Brokered Principles**
 - Building shared understanding
 - Working to buy in not consensus
 - Purpose statement and clarity of roles and boundaries
- **Annual Health Check**
 - Survey, interviews
 - Reflection session
 - Action Plan – sticky issues

ACCOUNTABILITY IS A CULTURE

Partnering with Intent – Working with Drivers



A few Lessons

A partnership is not an end ➡ a means / way of working

- **identify and achieve common goals** – individual and collective
- leverage the **different resources and capabilities** of different actors
- **resolving tensions and challenges**

Intentional partnering sets **pre-conditions for shifts** in relationship and context

Working in partnership requires:

- Intentional business process to **transform relationships and power**
- **A shift from managing and steering** ➡ **governing and leading**
- **Reflection as a tool** ➡ support the partnership to adapt to shifting context
- Staying purposeful – focus on how not what
- Keeping you eye on the partnership goal ➡ brokerage

For more information check out
Partnership Brokers Association



ACCREDITED
PARTNERSHIP BROKER

**PARTNERSHIP
BROKERS
ASSOCIATION**

Thank you
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