



# WHY PARTNER?

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# The Partnering Initiative is a global programme of the...

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In association with:



**UNIVERSITY OF  
CAMBRIDGE**  

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**PROGRAMME FOR INDUSTRY**

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Note: This partnership created the first post-graduate course in cross-sector partnership - now in its 6th year



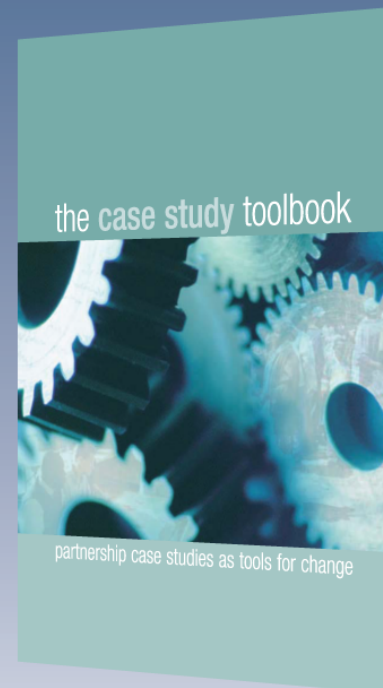
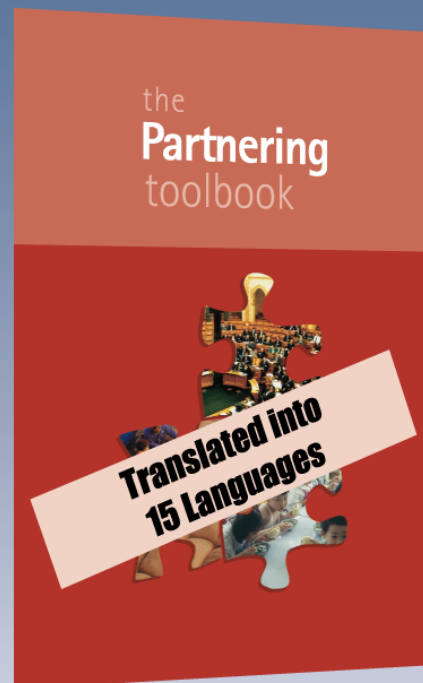
We aim to:



- Improve the quality of cross-sector partnerships and the partnering process
- Develop, gather, generate and disseminate cutting-edge knowledge
- Provide a global hub offering practical support, expertise and information



# The Toolbook Collection



## Why Partner?



*"To provide new and better governance structures"*

*"To constrain unleashed capitalism"*

*"To respond to failure of other mechanisms"*

*" Out of desperation"*

*"To access resources / competencies"*

*"To innovate"*



## Why Partner?



*"...Because you understand (from experience) that you cannot achieve your goals by working on your own...and you believe that by working cooperatively with other sectors you can achieve greater innovation, impact, scale, reform and / or sustainability..."*



What does each 'sector' bring to the table?



- Government?
- Business?
- Academia?
- Civil Society?
- International agencies?

Skills & competencies? Knowledge? Credibility?  
Experience & expertise? Reputation? Authority?  
Diversity? Other?



Are there some core principles  
to which partners need to pay attention  
if the partnerships are to function  
effectively?

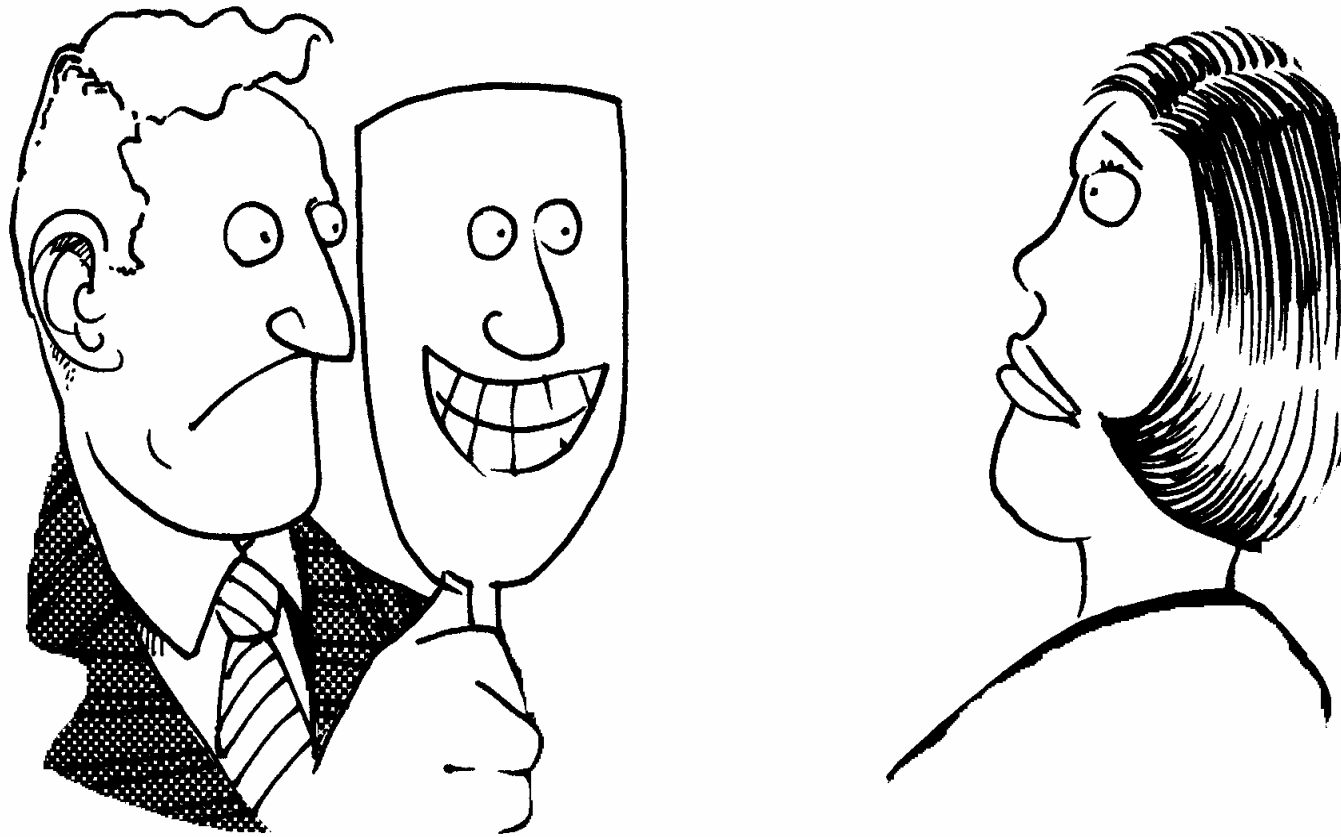




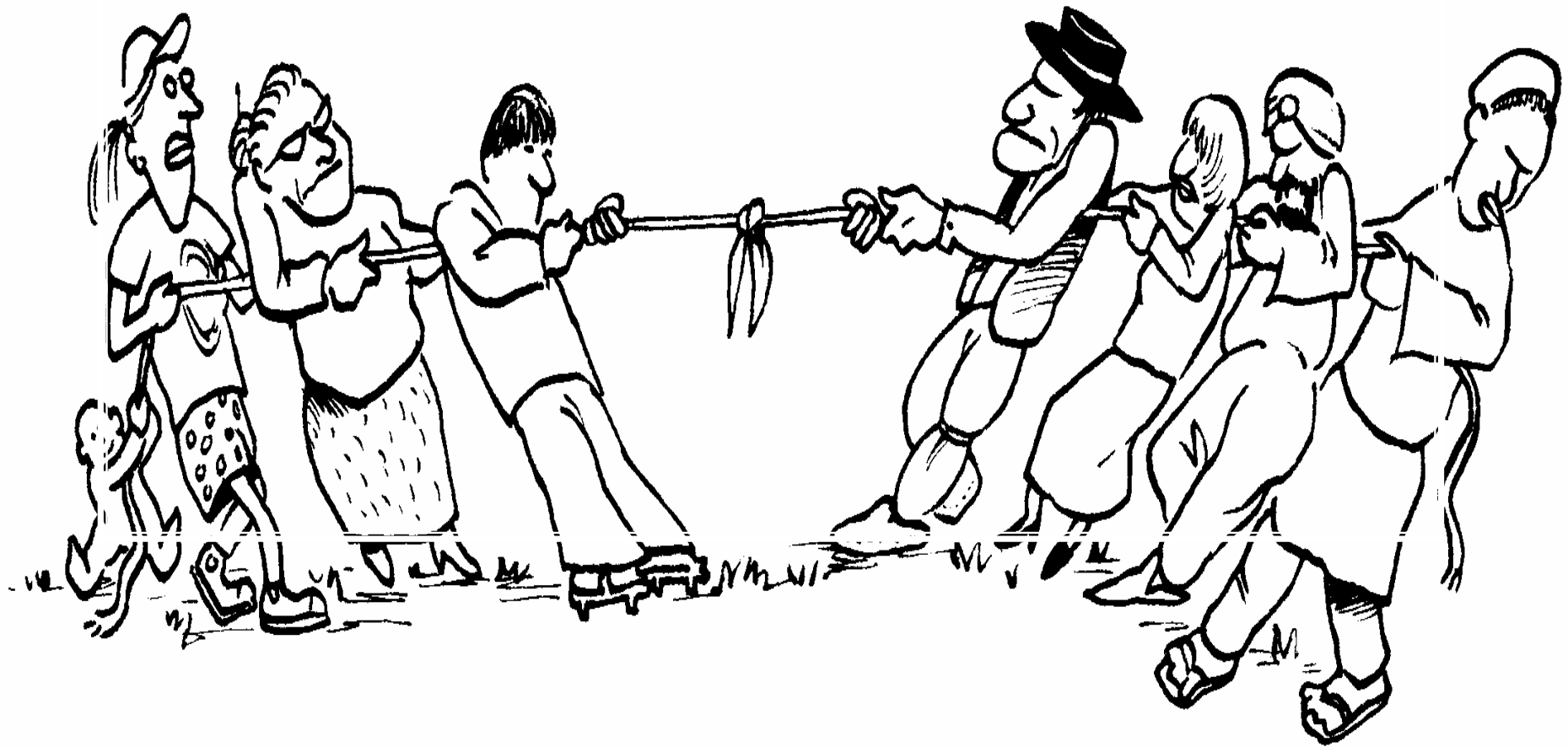
'EQUITY'...?



TRANSPARENCY... ?



'MUTUAL BENEFIT' ...?



Because...



Equity leads to **MUTUAL RESPECT**

Transparency leads to **TRUST**

Mutual benefit leads to **SUSTAINABILITY**



3 examples...



- Urban Regeneration (Krakow)
- Environmental Protection (Global Mining Company)
- Capacity Building (UN)

What were the Drivers? Evolution?  
Success factors?



# Hierarchy of success factors



- Level 3: Initiatives that actually change the rules
- Level 2: Activities that influence individual and organisational behaviour and systems
- Level 1: Projects and programmes that provide practical solutions to key development challenges



# How do we know if partnerships 'work'?



- **Tracking** activity and performance
- **Reflecting** the partnership (to improve efficiency / effectiveness)
- **Reviewing** the partnership (to assess its value / further potential for different partners)
- **Assessing impacts** of activities / projects
- **Evaluating the partnership paradigm** (is it / was it better than alternative approaches?)



Partnering is an 'art' because it requires...

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



Rene Magritte



Partnering is a 'science' because it requires...



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

Good partnerships are...



- Innovative
- Inclusive
- Influential



Good partnerships focus on...

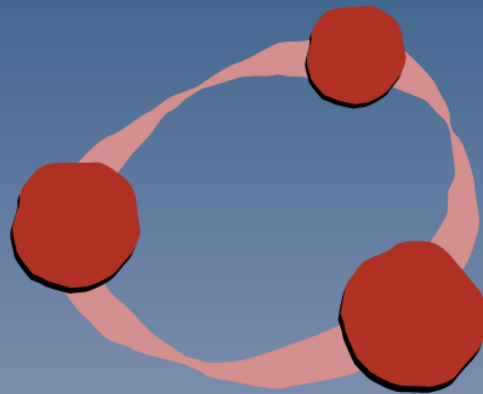


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SUSTAINABLE OUTCOMES

...rather than their own sustainability





# the partnering initiative

Developing the art & science of cross-sector partnership

[www.ThePartneringInitiative.org](http://www.ThePartneringInitiative.org)