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SISN: Connecting Knowledge with Action for Impact

*"How to Build Effective Cross-
sector Partnerships"*

SISN Webinar:

"How to Build Effective Cross-sector Partnerships"



Helga van Kampen

Associate

Partnership Brokers Association

Webinar outline

- What do we mean by Partnership?
- What is Partnership Brokering?
- Insight and lessons from partnership brokering in the Implementation Science Initiative (ISI)
- Knowledge Brokering and Partnership Brokering

Learning Goal(s)

At the end of this presentation you:

- have an understanding of some partnering frameworks and the concept of 'partnership brokering'
- gained insights in lessons from SISN and 3ie's multi stakeholders implementation science initiative in Uganda and Kenya
- gained insights in how partnership brokering can strengthen knowledge brokers role.

Some partnering frameworks

What is a partnership?



What does the
term 'partnership'
mean to us?



Our 'mental models' strongly reflect our views of what partnership
is ...and may strongly influence how we partner

Partnership: A definition



***“An on-going working relationship
where
risks and benefits are shared”***

**(To what extent) do your partnerships
conform to this definition?**

**Have your partners discussed the term and /
or agreed a definition?**

The Partnering Cycle

**SUSTAINING
OUTCOMES**

Moving on

Scoping
needs &
options

Identifying

Mapping &
planning

Scaling &
increasing
impact

Sharing
knowledge/
experience

Revisiting &
revising

Mapping
and
planning

Agreeing to partner

Governance
& structures

Deepening
engagement

**MANAGING &
MAINTAINING**

Measuring
results

Delivering
projects

SUSTAINING OUTCOMES

Exploring moving on options and supporting decisions

Managing closure / moving on processes collaboratively

Helping partners celebrate and learn from their partnership 'story'

Ensuring outcomes are able to be sustained / embedded / scaled / transferred

SCOPING & BUILDING

Scoping the partnership's potential

Exploring drivers, expectations and underlying interests

Embedding key partnering principles

Enabling partners to differentiate between their partnership and its projects

Negotiating a detailed agreement to underpin the partnership

Potential Partnership Brokering Roles

REVIEWING & REVISING

Supporting partners in reviewing added value and effectiveness

Assisting in revising the collaboration agreement

Helping partners implement changes needed to improve the partnership

Guiding partners to plan for sustaining outcomes and moving on

MANAGING & MAINTAINING

Co-creating appropriate governance arrangements

Helping partners to work through complex internal and external challenges

Building partner capacities to strengthen and optimise the partnership

Enabling partners to explore new ways of transforming systems

Where do your partnerships sit?

**Transactional
relationships**

**Collaborative
relationships**

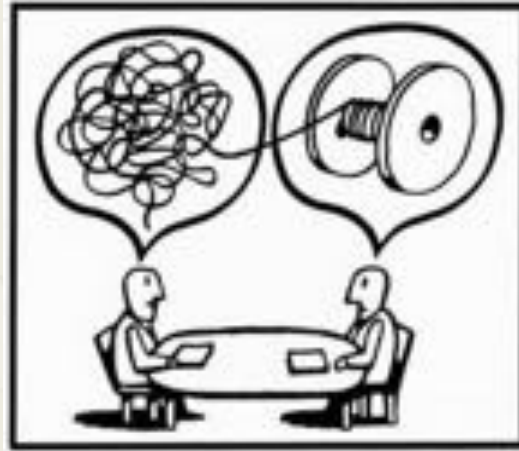
A PARTNERING CONTINUUM



Service contracts
Linear accountability
Funding relationships
Transferred risk

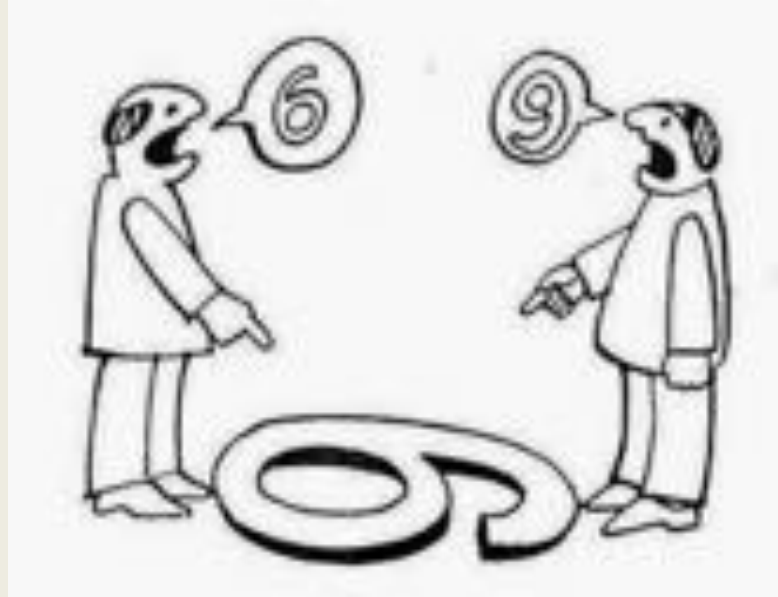
Co-created activities
Mutual accountability
Layered relationships
Shared risk





Common Partnering Challenges & Key Principles

What, in your
experience so far,
gets in the way of
your partnerships
working
effectively?



Common partnering challenge: **POWER IMBALANCE**



Key principle:
EQUITY

Common partnering challenge:

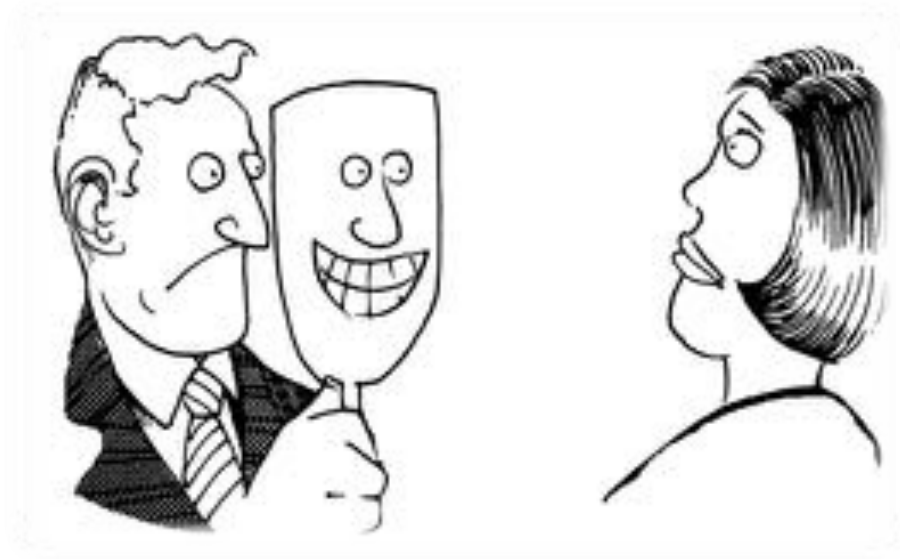
ANXIETY ABOUT DIFFERENCE



Key principle:
**VALUING
DIVERSITY**

Common partnering challenge:

HIDDEN AGENDAS



Key principle:
OPENNESS

Common partnering challenge: **COMPETING INTERESTS**



Key principle:
MUTUAL BENEFIT

Common partnering challenge:

UNCERTAINTY



Key principle:
COURAGE

Why do partnerships need these **CORE PRINCIPLES?**

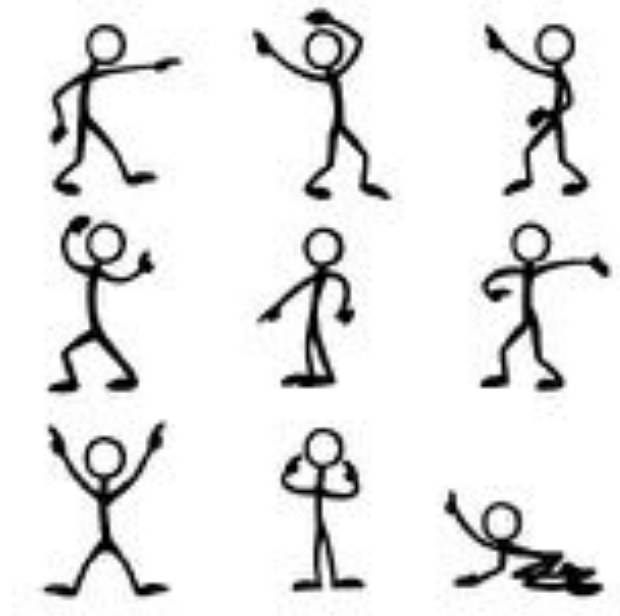


Partnership Brokering

An introduction...

Those operating in this role can find themselves 'brokering' any or all of the following:

- Ideas
- Complex relationships
- Opportunities
- Evolution
- New approaches
- Knowledge



A partnership brokers' relationship to a partnership

An **internal** partnership broker is an individual who helps to: prepare their organisation to be effective partners by negotiating partnerships and / or maintaining and managing a partnership arrangement and / or tracking the partnership's impacts.



An **external** partnership broker is an independent third party contracted to: scope, plan or facilitate the early stages of a partnership; develop a partnering agreement; research, maintain, monitor, review or evaluate a partnership over time.

Partnership brokers often juggle contradictions

Supporting / serving
Disrupting
Working from intuitive insights
Unaligned / neutral
Building a level playing field



Shaping / directing
Consolidating
Working from logical deduction
Passionate / persistent
Promoting new leadership

Partnership brokering is an **'ART'**

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



Rene Magritte



Partnership brokering is a **'SCIENCE'**

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



Source: The Guiding Hand

Key attributes and skills

Empathy	Ability to understand the perspective of others and to help partners relish diversity
Negotiation	Skill at drawing out underlying interests and in helping partners to build alignment
Facilitation	Designing and process managing partnership meetings / workshops so they genuinely address challenges and optimize potential
Communication	Synthesizing complex information, information sharing, engaging partners / stakeholders
Presentation	Being able to make a strong case for partnering and what it takes to partner effectively
Coaching	Building capacity of partners to partner well
Reviewing	Encouraging partners to take stock and revise their partnering arrangements
Clarity of purpose	Persistence, sense of direction and ability to hold anxiety
Letting go	Handing over brokering roles and moving on when appropriate

How do these
concepts and
frameworks relate to
your partnerships?



Partnership Brokering

Some lesson from the
Implementation Science
Initiative (ISI) from SISN and
3ie...

Short introduction of the case: Implementation Science Initiative (SISN & 3ie)

- **Implementation Science Initiative (ISI)**: a partnership between 3ie and SiSN
- Aim of ISI:
 - Improve the implementation and scaling-up of anemia control programs (ACPs) for women in **Kenya** and **Uganda**
 - **Apply implementation science (IS) principles**:
 - Identify Implementation bottlenecks in the local program
 - Facilitate access to existing knowledge
 - Conduct Implementation research (IR) when knowledge is not available
 - Facilitate Capacity Building of IR/IS
 - Cultivate interest in IR/IS in countries larger nutrition community
 - Create **multi-stakeholder coalitions** in each country
 - Provide the opportunity to learn how to build capacity for and practice of IS through a facilitated process of **learning-by-doing**
- 2018-2019
- Kick off workshop in Kampala (Uganda) for the core teams

Partnerships are multi layered – all layers need care



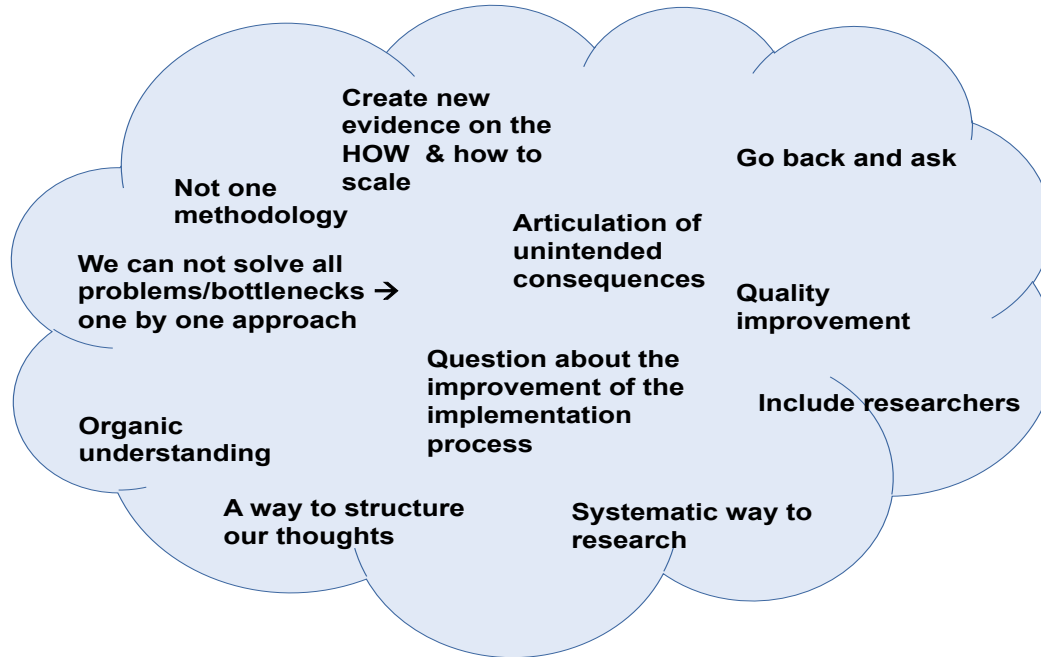
Help clarify needs of different partners, such as...

- 3ie ... needed good quality proposals
- SISN ... needed to create broad understanding of ISI (a new concept for many) that requires flexibility in the proposals
- Lead in the country... needed clarity on what the initiative was about and what was required
- Core team ... needed understanding on what the initiative was about and what their role would be.

When materials are not co-created they do not necessarily resonate well

Question from a participant:
What is IS? And how different is it from what we already do?

Shaping new materials based on group input

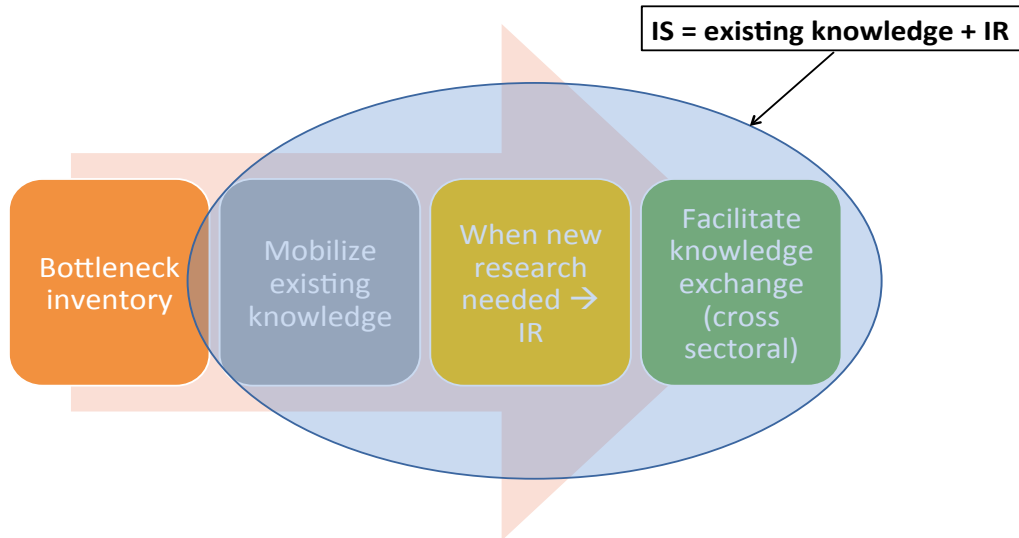


When materials are not co-created they do not necessarily resonate well

Question from a participant:
What is IS? And how different is it from what we already do?

Shaping new materials based on group input

How we see implementation science (IS) and implementation research (IR) and the process within the ISI?



Shaping diverse teams

- Help partners to find out what team roles team members play
- Build on each others strengths
- Help team members to appreciate each others contributions

Knowledge Brokers

How can partnership brokering support knowledge brokers?

Knowledge
manager

Linking
agent

Capacity
builder

Evaluator

Facilitator



Partnership Brokers Association



PBA is a non-profit, vocational organisation operating globally to promote, support and build capacity for those operating in the partnership brokering role.

PBA runs professional training courses, undertakes action research, operates a formal accreditation programme and provides a range of partnership brokering services.

More information including access to learning case studies and *Betwixt & Between: The Journal of Partnership Brokering*

www.partnershipbrokers.org

info@partnershipbrokers.org



**PARTNERSHIP
BROKERS ASSOCIATION**
LEARNING • TRAINING • TRANSFORMING

Our new book is called "Shaping Sustainable Change - The Role of Partnership Brokering in Optimising Collaborative Action"

Q&A



THE SOCIETY
FOR IMPLEMENTATION
SCIENCE IN NUTRITION



#SISNFramework
#InvestinIR

Q&A

“Why is there a need for professional detachment in partnering brokering?”

– Bridget Aidem

Q&A

“Did you feel that the brokering role had more benefit at certain layers of the partnership or did it help all layers equally?”

– Lola Gostelow

Q&A

“The key element, listening to Helga talk about the Implementation Science Initiative, is using current knowledge to generate further evidence for enhanced implementation. But how do we scale up ISI considering how cumbersome it could be?”

– Abdul-Razak Mohammed

Q&A

“What can be done when there are strong differences in interests and mandates from the partners' organizations, and the people at the table do not have the discretion or authority to modify those (even if as individuals they may want to)?”

– David Pelletier

Q&A

“Knowledge and ideas are part of a partnership. In your experience, can you speak about the differences you see between knowledge brokering and partnership broker, other than the PB might not be a technical expert?”

– Eva Monterrosa

Find out more

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