

Who we are

Partnerships in Practice (PiP) provides advisory, research and training services to strengthen partnership approaches for sustainable development.

The core of our expertise has been formed through years of work with partnerships in the water, sanitation and hygiene (WASH) sector. In recent years, we have expanded our area of expertise, responding to requests to contribute to the formation, maintenance and review of innovative partnerships in the integrated water resources management (IWRM) sector, such as water stewardship initiatives.

Areas of expertise



Our values and approach

The **values and ethos** guiding our day-to-day engagement include a continued passion for our work, a relentless drive to learn and share, and a constant quest for excellence by continuously building on our experience.

At the heart of PiP is the fundamental commitment to building links and improving mutual understanding amongst the various stakeholder groups engaging in WASH and IWRM multi-sector, multi-stakeholder partnerships. We are known for honestly reflecting the challenges of partnering and keeping a constructive attitude towards their analysis and resolution.

We strive to develop neutral and objective cutting edge thinking and offer both tested-and-proven as well as innovative solutions to partnership and institutional issues.

Developing effective relationships for sustainability



Partnerships
in Practice

From BPD to PiP: A logical transition

Partnerships in Practice (PiP) builds on the pioneering work of the UK-based NGO Building Partnerships for Development in Water and Sanitation (BPDWS, aka BPD), an off-shoot of Business Partners for Development, one of the first global multi-stakeholder partnerships. BPD was operational from 1998 to early 2014.

Over the years, BPD moved programmatically with the trends in the sector – able to anticipate different shifts based on insights from its wide network and able to remain a trusted and neutral space for practitioners in the WASH sector. BPD gradually became less research-orientated and more focused on strengthening organisations and partnerships across the water sector.

Institutionally, BPD's governance became less fit for purpose – not matching the light and flexible work profile that the organisation had long since established. The demand for services expanded the remit for what BPD could address under its charitable objectives.

So, again BPD has changed with the times to more adequately meet the needs of its partners! Whilst BPD's hard-won lessons learned are still available on the website, the charity has been dissolved and Partnerships in Practice established as a newly registered company. PiP maintains a connection to the original BPD brand and draws from the wealth of expertise it developed over the years.

What we do

■ Advisory

Years of experience researching and working with partnerships have shown that they are difficult to maintain, struggle to adapt to changing contexts, and often fail to reach their potential.

PiP provides a wide range of advisory services supporting the formation, running and maintenance, review and transformation of partnerships. We help build stronger relationships between partners through the application of our tried and tested tools and approaches (e.g. contextual analysis, organisational development, partnership brokering and governance design, partnership assessment). This support challenges practitioners to think through partnership design and implementation processes to maximise effectiveness through clearer communication, stronger accountability and an emphasis on mutual learning.

Sample of assignments recently carried out by PiP staff and associates:

- PPP Indonesia review for DGIS (with South Research) ■
- Partnership learning reviews for USAID-Rotary H2O Partnership (with AguaConsult) and the WADA between USAID and TCCC/ The Coca-Cola Africa Foundation ■ ■
- Strategic organisational reviews: WaterAid, IRC, SWA ■ ■ ■
- Stakeholder analysis and learning review for WSUP ■ ■
- Support to the development of Global Development Alliance partnerships (WAWASH, USAID-FIU) ■ ■ ■
- Programme evaluations: e.g. WaterAid Tanzania Sanitation marketing programme (DFID-SFF); WSUP's WASH programme in Maputo (AusAID) ■ ■ ■
- Study of WaterAid's approach to entrepreneurship ■ ■
- WASH in School work: evaluation of multi-country programme (IaDB-MWA); PPP support to SPLASH Zambia (USAID-FHI360) ■ ■ ■
- Organisational development with Freshwater Action Network, CONIWAS & Water Integrity Network ■ ■
- Collective Action Guide with the Water Futures Partnership (GIZ-WWF-SABMiller) ■
- Context analysis, capacity needs assessment, design of a capacity development programme for IWaSP (International Water Stewardship Programme, GiZ-DFID) ■
- Strategic guidance to IWaSP and contribution to Integrity work stream (for GiZ-DFID; with WIN, Pacific Institute, Pegasys, Water Witness International) ■

■ Research

Working in multi-sector partnership remains a relatively novel experience in many countries. Many partnership issues, either specific to the WASH or IWRM sectors or more generic, need to be analysed to further craft and provide guidance on the practical art and science of partnering.

Working with partnership practitioners on the ground, PiP focuses on research themes that inform partnership process more generally as well as those with specific relevance to the WASH and IWRM sectors, such as: pro-poor regulation; community engagement; WASH service delivery approaches; engagement of non-traditional actors in WASH partnerships. Emerging learning is documented through printed (grey literature and scientific papers) and online publications.

Pieces of research recently carried out by PiP staff and associates:

- Defining and identifying low-income communities (LICs) in urban WASH programmes (WSUP) ■
- Political economy analysis of sanitation (WSP) ■
- Small town service delivery (WaterAid) ■ ■
- Hybrid Management Models (WSUP) ■ ■
- Trends in Public-Private Partnerships ■ ■
- WASH in Schools (WinS): Exploring WinS partnerships; Private sector engagement (with Sciences-Po PSIA) ■ ■ ■
- Power analysis, Community engagement (DFID/GTF) ■ ■
- The environment as a 'silent partner' (IDRC) ■ ■ ■

■ Training - capacity building

WASH and IWRM practitioners routinely discuss and analyse the programmatic content of their partnerships, but have far fewer occasions for structured exchange and learning on how to effectively develop, run and transform the partnership arrangement itself.

In response to a rising demand for this type of support, **PiP provides tailored and more generic learning events for individuals and organisations across the WASH and IWRM sectors.** We share and facilitate learning around partnerships and promote dialogue and networking (through e.g. training courses, workshops, discussion days).

Training, capacity building and learning programmes recently carried out by PiP staff and associates:

- Developing Partnerships in Practice (DPP): Intensive, interactive courses on partnership skills delivered over a dozen times across Africa for cross-sector groups of policymakers and practitioners ■ ■
- Development and delivery of on-line partnership training course for WaterAid ■ ■
- Learning Agenda of WSUP's USAID-funded African Cities for the Future cross-country Programme ■ ■
- NGO Capacity Needs Assessment tool (DFID/GTF) ■ ■
- WASH in Schools Partnership mini workshop (at UNC and WEDC conferences, for USAID-funded programmes) ■ ■ ■
- Capacity Development programme for Water Stewardship Initiatives (IWaSP, GiZ-DFID) ■
- Support as faculty in the delivery of the Post Graduate Certificate in Sustainable Business for the Cambridge Institute for Sustainability Leadership

■ Facilitation

Facilitating relationships between multi-sector, multi-stakeholder actors forms part of the hands-on support, which we provide to specific partnership arrangements in order to help them reach their potential.

PiP provides a wide range of facilitation services that are tailor made for individual circumstances. This could include facilitation for large groups at operational or strategic levels, or support to the design of events for organisations and/or partnerships. PiP has developed and delivered workshops for problem solving and conflict resolution, team building exercises, or blue-sky thinking.

Sample of recent events supported by or (co) facilitated by PiP staff and associates:

- Design and delivery of facilitation courses for WaterAid
- Design and delivery of cross project SWASH final workshop for WEDC
- Support to the JMP/GLAAS communications and advocacy group and to the WHO WSH team ■ ■
- WA-WASH partners meeting (USAID/FIU) ■ ■ ■ ■
- Support to design of WEDC conference ■ ■
- WSUP International learning workshop on urban WASH programming as part of USAID-funded African Cities for the Future (with See-Saw) ■ ■
- IWaSP Strategic Workshop Nairobi ■
- Numerous workshops, roundtables and seminars at international conferences including Stockholm World Water Week ■ ■ ■ ■

About us

Partnerships in Practice builds on a compact, versatile and flexible team and draws on a wide and geographically diverse network of associates and partner organisations. The company practices what it preaches by using the financial services of Triodos, an ethical bank that invests only in sustainability related initiatives.

■ Ken Caplan – Director

M.A. International Development, American University; B.Sc. Foreign Service, International Relations and Comparative Regional Studies, Georgetown University

Ken is the founder and director of PiP. Prior to setting up PiP, Ken was the Director of BPD since 2003 and the Co-ordinator of the original World Bank-DFID Business Partners for Development initiative from 1999.

Beyond working with a wide range of partnerships from the global to the local levels, Ken has developed a range of research programmes with related publications.

These have built on analysis he has conducted on diverse WASH contexts in the developing world, from water provision through public private partnerships in

Buenos Aires and Jakarta, to public toilet provision in Ghana, to a political economy analysis of sanitation services in Brazil.

Ken is also a Senior Associate of the University of Cambridge Institute for Sustainability Leadership, serving as tutor or faculty member on both open and tailored courses. Ken previously worked for 8 years in South-east Asia and has more recently conducted analysis of partnership modalities in Cambodia with the Ministry of Interior and the World Bank.

■ Jacques-Edouard Tiberghien – Senior Programme Manager

Ph.D. in Water and Sanitation Management, Cranfield University, UK; M.Sc. in Environmental Water Management, Cranfield University, UK; Ingénieur en Agriculture, ISAB-Lasalle Beauvais, France

Jacques-Edouard joined BPD in 2010 and PiP in 2014. During these years he has strengthened his project support, research, training and facilitation skills on a wide range of assignments tackling urban and rural WASH as well as water stewardship issues.

Prior to working with BPD, Jacques-Edouard worked as a researcher in the Water Centre of TEC de Monterrey

in Mexico, where he taught “Water for Development” and set up a WASH in schools project. Jacques also managed a WASH project in Niger with Action Contre la Faim and founded and managed a small business. His PhD focused on developing a holistic approach to the assessment of sanitation development in rural and peri-urban Mexico.

■ Tracey Keatman – Senior Associate

M.Sc. Development Mgmt., The Open University; B.A. (Hons.) Hispanic Studies, University of Birmingham

Tracey worked with BPD from 1999, acting as Programme Director. She comes with 15 years of experience leading and evaluating programmes in the human and social development sector focusing on governance and on delivering access to basic services through multi-stakeholder partnerships.

Tracey led BPD’s research and training on network and coalition governance, performance monitoring, and institutional development / strategic learning for

various organisations – working with global groups and initiatives such as WAWI / WA-WASH, WaterAid, WSSCC, FAN, WSP, WHO, RSPB, Plan, etc. In recent years, Tracey has focused on documenting and analysing WASH entrepreneurial approaches – she is also on the Steering Committee of WSUP Enterprises.

Tracey also works as an independent consultant. She previously worked in the communications industry, the public sector and for several developmental NGOs.

■ Kathy Taylor – Accountant

FCCA (Association of Chartered Certified Accountants)

Kathy is the PiP Accountant having worked part-time for BPD since 2006. Prior to joining PiP, Kathy spent most of her career working in professional accountancy practice for many types of organisation, from small sole traders to medium-sized companies to the more

specialised sectors of solicitors and charities. This has included accounts preparation and audit, ensuring organisations comply with statutory regulations in their accounting and reporting.