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About The Partnering Initiative

The Partnering Initiative (TPI) is an international non-profit organisation dedicated to driving widespread, effective collaboration between civil society, government and companies towards societal innovation and sustainable development.

For over 15 years, TPI has pioneered the development of the theory and practice of cross-sector partnering, working with leading global organisations from all societal sectors to support their partnering strategies and approach and in developing multi-stakeholder programmes to scale up partnership action worldwide.

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About UNDESA

The United Nations Department of Economic and Social Affairs (UN DESA) is part of the United Nations Secretariat and is responsible for the follow-up to major United Nations Summits and Conferences, as well as services to the United Nations Economic and Social Council and the Second and Third Committees of the United Nations General Assembly.

UN DESA assists countries around the world in agenda-setting and decision-making with the goal of meeting their economic, social and environmental challenges. It supports international cooperation to promote sustainable development for all, having as a foundation the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs) as adopted by the UN General Assembly on 25 September 2015.

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Maximising the impact of partnerships for the SDGs

A practical guide to partnership value creation

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ABOUT THIS GUIDEBOOK

Purpose

The purpose of this guidebook is to support organisations and partnerships to maximise the value created by collaboration towards the Sustainable Development Goals.

The guidebook deconstructs what “value” means and the types of value that partnerships can create. It also explores the range of partnerships that can be established and how the nature of the partnership influences the type of value created for the partners and for beneficiaries.

Understanding these issues in greater detail should support organisations in the process of identifying, designing and managing effective partnerships that deliver the greatest value, and to think more ambitiously and creatively about how they partner.

This is a practical guide focused on maximizing the value of partnership and not a comprehensive exploration of cross-sector partnerships. It is intended to complement and extend other more detailed accounts of the principles and practice of cross-sector partnership.

How the guidebook is organised

The first part provides contextual information, looking at the different types of cross-sector partnership that are contributing towards the SDGs.

The next part explores in more depth the various sorts of partnerships and of the added value that can be created through collaborative action, illustrative by real-life SDG partnership case studies.

The third part is devoted to a guide for practical actions based around a typical ‘partnering cycle’, including a set of tools designed to support both the partnership, and the individual partners, to identify, define, and assess the types of value that the partnership will create overall, as well as the individual value each partner will gain from the collaboration.

There is a reference section at the end providing suggestions for further resources that might be of use to the reader.

1 Introduction: Partnering for the SDGs

Collaboration across societal sectors has emerged as one of the defining concepts of international development in the 21st century. Initially in part a response to the limitations of traditional state-led, top-down development approaches, partnership has grown to become an essential paradigm in sustainable development.

Our world has limited resources – whether financial, natural or human – and as a society we must optimize their use. The fundamental core of good partnerships is their ability to bring together diverse resources in ways that can together achieve more: more impact, greater sustainability, increased value to all.

The importance of partnership has been recognized fully by the UN, by business and by all leading institutions in international development. The 2030 Sustainable Development Goals (SDGs) – the blueprint for global development – represent a fundamental shift in thinking, explicitly acknowledging the interconnectedness of prosperous

business, a thriving society and a healthy environment. They name all societal sectors as key development actors and require an unprecedented level of cooperation and collaboration among civil society, business, government, NGOs, foundations and others for their achievement.



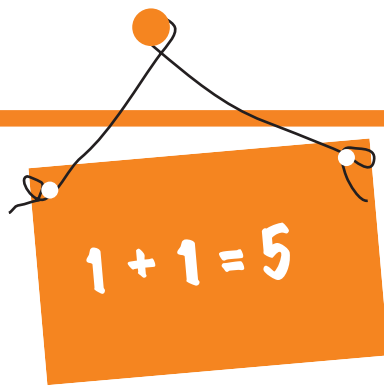
|  MDG Era |  SDG Era |
|---|--|
| Focus more on 'treating symptoms' rather than tackling the underlying issues | Built on an understanding of the interconnectedness of the prosperity of business, society and the environment |
| Governments / development community responsible for 'delivering' development | All societal sectors (including business) recognized as key development actors and part of the solution |
| Each societal sector playing its role in a siloed way | Essential need for collaboration across societal sectors |
| Focus on specific issues in specific geographies in order to achieve sufficient concentration of effort and achieve impact | Need for holistic approaches across issues and geographies to tackle systemic challenges |
| Most funding linked to the achievement of short term outcomes | Longer term investment required for transformational change |
| Requirement to demonstrate impact and low tolerance of risk leads to using familiar linear approaches to achieve development outcomes | Need for innovative approaches with greater long term potential to tackle complexity but greater risk of failure |
| Top-down planning, 'development by design' approach | Emergent planning based on the coalescing of interests and local resources around particular issues |

Table 1: MDG vs SDG style thinking around development



From both before and after the launch of the SDGs, there has built up a rich tapestry of development partnerships: from the global level down to local communities; from international networks to bi-lateral arrangements; from multi-sector, multi-issue platforms, to single-sector, single-issue interest groups.

However, despite the rhetoric around collaboration, we are still not seeing sufficient impact coming out of partnerships as an essential mechanism for sustainable development.

Simplistically, there are two reasons for this. Firstly, there aren't enough of them. Partnerships are still not mainstreamed as an approach, and there is an insufficient enabling system that can systematically develop partnerships at the scale that's required to deliver the SDGs. Secondly, many of the ones that do exist are far from fully delivering on their potential. This may be because they are not the right approach for the context or they may not be set up and running as efficiently and effectively as they need to be.

The second reason is symptomatic of the fact that partnering, particularly across societal sectors, is challenging, and if they are going to be successful, partnerships require a significant investment of both time and resources to develop and manage them. Given the high transaction costs, partnerships should only be utilized when they have the genuine potential to create value well in excess of their inputs.

The motivation for this guidance is to help partners and partnerships focus their energies on that central tenet: the maximization of value creation.

Too many partnerships have been entered into on the basis that collaboration is a Good Thing, with insufficient attention paid to the essential questions: 1) what is the power of partnership as a mechanism, the intrinsic added-value it brings, towards delivering on an SDG? and b) how will each individual partner gain net value from its participation?

In this guide we argue that fully appreciating and integrating value creation across the whole process of development and delivery of partnerships will result in:

- Organisations able to be more discerning and choosing to pursue the partnership opportunities that will generate most value from their perspective and avoid ones that may be an inefficient use of their resources.
- Partnerships forming only where a partnerships approach can be demonstrated to generate significant added value to deliver greater impact **and** deliver net value to all partners.
- Partnerships and partners able to focus their energies and optimize the way they work and operate to ensure they deliver the greatest value, including agreeing not to work together in areas where extra value is not being created.
- Partners having more direct, 'grown up' conversations to mutually decide to adjust or discontinue partnerships where sufficient value is not being created.

- Donors, including those funding consortia, being able to understand how to use their funding to generate maximum impact by catalysing the additional value created by partnerships.

While it may seem obvious that the creation of value should be the basis for all partnerships, the issue is often confused both by a lack of definition of what we mean by 'value' and by the related question, 'value to whom?'

In this guide, we aim to demystify the concept of the added-value partnerships can bring, as well as the value organisations can gain from partnerships, and provide a process and tools to help maximise value for all. The guide also offers what we believe is the first attempt at a comprehensive framework to define **Collaborative Advantage** and the associated **Partnership Delta**.

2 A basic typology of partnerships

The UN system defines partnerships for the SDGs as follows:

Partnerships for sustainable development are multi-stakeholder initiatives voluntarily undertaken by Governments, intergovernmental organizations, major groups and other stakeholders, which efforts are contributing to the implementation of inter-governmentally, agreed development goals and commitments.

This broad definition encompasses a multitude of types of collaborative arrangement with quite different qualities. It is therefore useful to identify some basic types of partnership and to differentiate them in terms of their aims and outcomes. This will make it easier to talk about partnership in a meaningful

way and to analyse the different ways in which partnership can generate value.

Figure 1 below shows The Partnership Spectrum, a way of visualizing the range of different collaborative arrangements that fit within the partnership definition. The three types exemplify the most important distinctions between

partnerships in terms of the main purpose of the collaboration and the nature of the relationship between the partners. As with all organizational frameworks, they are a simplification of reality and partnerships may well fall across more than one classification.



1 The first category, 'Leverage/Exchange' includes collaborations that originate in complementarity: one organization recognizes that another can provide resources (knowledge, services, skills) that it needs to employ towards its own strategic goals. For example, the relationship between an aid agency and a university research institute can constitute a partnership of mutual benefit where the agency accesses research outputs and expertise from the institute while providing research funding or sources of data and case studies to the institute.

2 The second category, 'Combine/Integrate', takes us into the area of what most people would recognize as a cross-sector partnership – a collaboration between two or more organizations where complementary resources are brought together to tackle a common challenge or achieve a shared strategic goal. The critical point here – and the essence of partnership as a sustainable development tool – is the belief that working in partnership will achieve outcomes that no single organization could achieve working independently. Combining resources in this manner requires a higher degree of planning, attention to procedures, sensitivity to cultural differences and a commitment to building mutual trust.

3 In the final partnership type 'Transform', we are looking at those with a more ambitious final goal of tackling a development challenge in an innovative and multi-faceted way that results in systemic change. In 'Transform', we are often in a complex environment, where the problem definition may be unclear, and partners bring differing world views and perspectives to the issue. The problem and path to follow to address must be negotiated with the different stakeholders. Partners will need to iterate and adapt to collectively find a solution that is feasible and politically acceptable to all.

Clearly, the different types of partnership will create different types or levels of value. Clarifying which types of value relate to which types of collaboration helps us to think further about why we engage in partnership and to make those choices, mentioned above, about where to commit organisational resources. In the next section, we look at these central questions of value and to provide further guidance on how to recognize – and act upon – the links between organizational strategy, partnership types and value creation.

Figure 2: The Partnership Spectrum

| 1  | 2  | 3  |
|--|---|--|
| LEVERAGE / EXCHANGE | COMBINE / INTEGRATE | TRANSFORM |
| <p>One partner contributes to the work of another, or partners exchange resources, to allow one or both partners to deliver more.</p> | <p>Two or more partners combine their resources to together deliver more than each could deliver alone.</p> | <p>Multiple actors work together through collective action to tackle complex challenges usually through system transformation.</p> |
| <p>Often transactional, one-way transfer or reciprocal exchange of skills, knowledge, funding etc.</p> <p>Involves negotiation to maximize the gains on both sides.</p> | <p>Characterized by co-generation, mutual accountability, and innovative approaches.</p> <p>Involves brainstorming and creative dialogue to together develop new approaches that create value.</p> | <p>Involves multiple actors bringing together unique and complementary resources, all essential pieces of a jigsaw puzzle.</p> <p>Requires multi-stakeholder dialogue to understand the system and engage the players required to make interventions.</p> |
| <p>Value created</p> <ul style="list-style-type: none"> <input type="checkbox"/> Organisational value | <p>Value created</p> <ul style="list-style-type: none"> <input type="checkbox"/> Organisational value <input type="checkbox"/> Mission value | <p>Value created</p> <ul style="list-style-type: none"> <input type="checkbox"/> Organisational value <input type="checkbox"/> Mission value |
| <p>Applicable when: each partner has something that is more valuable to the other than to themselves, resulting in net gain on exchange.</p> | <p>Applicable when: bringing together complementary resources results in new approaches delivering value to all.</p> | <p>Applicable when: an issue is sufficiently complex that a systems approach is required to tackle it.</p> |
| <p>Example: Coca-Cola and the Global Fund <i>Project Last Mile leverages Coca-Cola's logistic, supply chain, distribution and marketing expertise to build African governments capabilities to ensure communities have better access to life-sustaining and life-enhancing medicines. Coca-Cola gains by demonstrating its commitment to a better planet as well as providing employee engagement opportunities.</i></p> | <p>Example: SOLShare / Grameen Shakti (see case study 1) <i>Smart Peer-to-Peer Solar Grids for Rural Electrification & Empowerment' is a Bangladesh-based partnership between a social enterprise, SOLShare, and a major supplier of renewable energy, Grameen Shakti, which is being supported and enabled by UN DESA. Grameen Shakti brings access to its massive existing customer base and network of solar homes, as well as its knowledge of the communities, and SOLShare brings cutting edge, innovative technology with the potential to transform the supply of affordable energy to low-income households in Bangladesh.</i></p> | <p>Example: Scaling Up Nutrition <i>Scaling Up Nutrition (SUN) is a global, country-led and multi-sectoral movement to combat undernutrition and catalyse support for countries to 'scale up nutrition', with a focus on a set of evidence-based direct nutrition interventions. At country level, multi-sector (e.g. ministries of education, health, agriculture) as well as multi-stakeholder collaborative action (including business, civil society, the UN) is facilitated to deliver system change.</i></p> |

3 Creating value through partnership

Within this guidance, we make the critical distinction between different types of value creation by separating how the partnership as a collective creates value, from the value gained by each individual partner:

1 The value-add of the partnership as a whole:

- a. Input added value:
The **Collaborative Advantage**:
The extra 'power', the intrinsic value partnership can bring towards delivering a goal;
- b. Output added value:
The **Partnership Delta (ΔP)** the achievement of outcomes and impact greater than the sum of the parts (i.e. the difference between what a partnership approach can achieve compared with single organisation approaches) – including ancillary benefits.

2 The value to each partner individually:

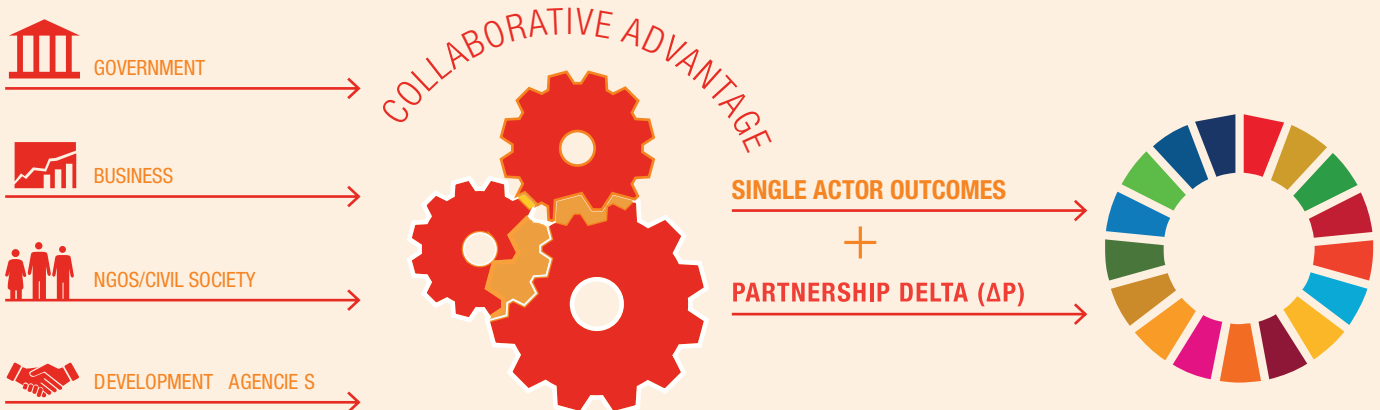
- a. Towards achieving the partner's **strategic mission**;
- b. Gains by the **organisation** itself (capacity, funding, positioning etc.).

Partnerships should only happen wherever:

- There is an overlap of interest between organisations and sufficient compatibility between them;
- There is a clear Collaborative Advantage (thereby giving a strong reason to partner) which should result in a significant Partnership Delta;
- Each partner would achieve a net benefit from the partnership (i.e. value after all input and transactional costs).

All partnerships should be developed and run to maximize the value they deliver through their Collaborative Advantage, and the gains made by the partners.

The value-add of the partnership as a whole





4 Value created by the partnership as a whole

Definitions

| Collaborative Advantage | The Partnership Delta |
|---|--|
| <p>Contained within the Collaborative Advantage is the alchemy that allows a group of actors to collectively deliver more than the sum of their input parts. In other words, it is the intrinsic reason why a partnership approach can deliver solutions and impact beyond that of a single actor, or actors working independently.</p> | <p>The Partnership Delta is the extra value a partnership delivers compared with single actor approaches, as a result of the Comparative Advantage.</p> <p>$\Delta P = [\text{Results of a partnership approach}] - [\text{Sum of single actor approaches}]$</p> <p>$\Delta P$ includes all the impact of the partnership – on individuals, organisations, sectors, systems and norms. These will include both</p> |
| | <p>contributions towards the objectives of the partnership, as well as ancillary benefits (technology transfer, increased trust, capacity built etc.) that come as a result of partnership operations.</p> <p>While this is not a mathematical equation, it provides the basis for a useful thought exercise partners can undertake to better understand – and therefore prioritise – how partnerships can create significant added value.</p> |

Collaborative Advantage Framework

In the table below, we highlight ten major ways through which partnership has the potential to create additional value, the **ΔP** . Any individual partnership is likely to include several of these ways, and together these make up that partnership's total **Collaborative Advantage**. By focussing on developing and delivering its **Collaborative Advantage**, the partnership can maximise its impact towards the SDGs.

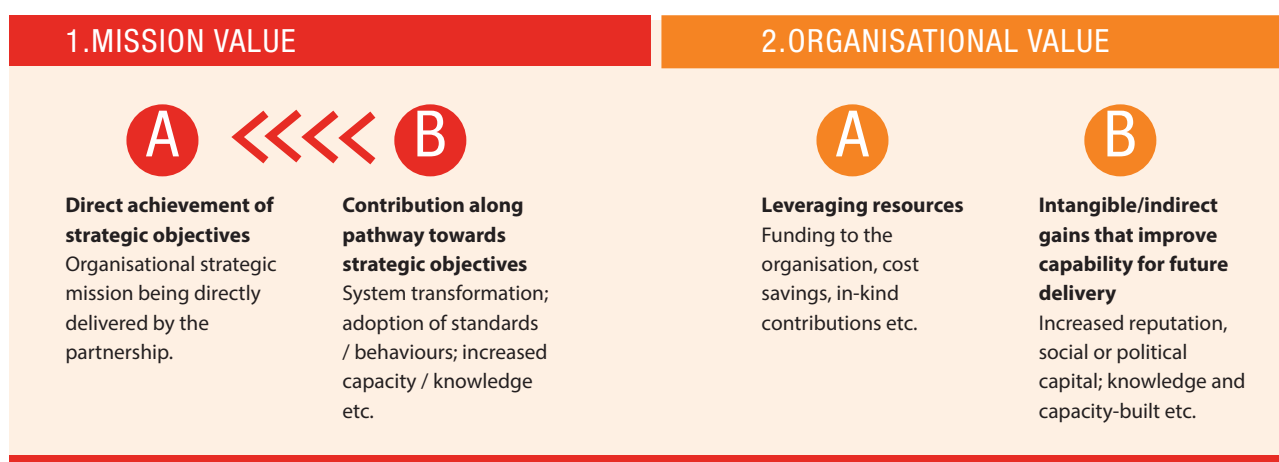
| Collaborative Advantage and ΔP | |
|--------------------------------|--|
| 1 | <p>Bringing together essential <i>complementary</i> resources and/or instruments</p> <p>ΔP: A complete, workable solution impossible without the full set of key resources and competencies</p> <p>ΔP: Transformation of a system through harmonizing / coordinating action by multiple actors</p> <p>ΔP: Creating sustainable solutions through engaging economic, social and environmental actors</p> |
| Description | Partnerships can bring together resources from different actors from all sectors that are each essential pieces of the solution jigsaw puzzle. This may include certain key resources that are not purchasable and must be brought voluntarily (for example, social capital or access to public systems). When applied at large scale, through mapping a system, undertaking root cause analysis and identifying the leverage points for change, a group of key actors can work together, each playing their unique roles, to transform that system. |
| Example | The Farm to Market Alliance (FtMA) is a public-private consortium of eight leading agro-businesses and institutions formed to make markets work better for smallholder farmers. FtMA employs a comprehensive value chain approach to transform existing agricultural practices through providing smallholder farmers with access to predictable markets, affordable finance, quality farming inputs and effective technologies. |
| 2 | <p>Sharing risk of investments / implementation</p> <p>ΔP: Companies, banks, donors are willing and able to make large investments or loans jointly, or NGOs willing to co-deliver major scale programmes, which otherwise would have been too risky.</p> |
| Description | Partners can help to de-risk investments through co-investing, complementary technical assistance, loan guarantees, tax breaks etc.; NGOs can collectively take on major programmes too risky for any one alone. |
| Example | Blended financing in which development finance and philanthropic funds are used strategically to mobilize private capital flows to emerging and frontier markets. |
| 3 | <p>Combining diverse resources, thinking, approaches</p> <p>ΔP: Innovation, creating new, more effective approaches, technologies, services and/or products</p> |
| Description | Using and combining the diversity of partners' knowledge, ideas, experience and resources to develop new ways of tackling stubborn or complex challenges. |
| Example | GSK and Save the Children are working together, combining GSK's scientific expertise and resource with Save the Children's on-the-ground knowledge to develop medicines adapted to the ailments and local conditions of children in the poorest countries. |
| 4 | <p>Convening holistic range of actors</p> <p>ΔP: More workable, context-appropriate, cross-cutting and implementable approaches</p> |
| Description | Drawing on the different perspectives, knowledge, experience and skills of partners should result in better-designed, more context-appropriate solutions. Bringing in wider stakeholders (including 'beneficiaries') as partners should also build buy-in and ownership to the solutions. Bringing together organisations with different mandates can cut across inter-connected SDGs to deliver more holistic solutions. |
| Example | Creating 'no-take' zones in marine protected areas are essential to increase depleted fish stocks. However, many fisherman and their families rely on fishing for their income and, with no alternative, ignore a government-mandated ban. Bringing in the local fishing communities as partners to both plan and monitor the no-take zone, along with agencies that can work with the communities to develop alternative livelihoods results in a holistic, implementable and viable solution. |
| 5 | <p>Creating a mechanism for collective learning and capability building</p> <p>ΔP: Raising the level of knowledge, expertise and capacity widely</p> |
| Description | Exchange of knowledge and experience allows partners to learn from each other, as well as collectively develop good/best practice to disseminate widely. |
| Example | The Partnership for maternal, newborn and child health (PMNCH) has a mandate to engage and align multi-stakeholder action to improve the health and well-being of women, newborns, children and adolescents using new evidence and building on experiences and lessons learned from across its membership. |

| | |
|--------------------|---|
| 6 | Aligning programmes / resources and cooperating to exploit synergies ΔP: <i>Increasing the scale of impact from the input resources available (or achieving the desired outputs with lower input)</i> |
| Description | Creating efficiencies through coordinating action; sharing common resources; sharing common services; achieving economies of scale; avoiding duplication of tasks; creating common financial funds. |
| Example | “Everyone counts” is a social accountability partnership between Care International, World Vision and Kwantu, a software firm. It allows the combination of data from community scorecard processes to enhance the provision of statutory services (e.g. medicine provision or quality schooling). The partnership is co-ordinating the use of social accountability tools and combining citizen-generated data through a common ICT platform, to provide essential inputs to SDG monitoring. This is the first time such a model has been put in place. |
| 7 | Creating collective legitimacy and knowledge ΔP: <i>Developing and disseminating norms, standards and policies to raise standards / create a level play field across a whole sector</i> |
| Description | By bringing together both the collective knowledge and the combined legitimacy of key players, partners can together develop norms and standards that can be taken up by, and raise the standards, of a whole sector. |
| Example | After a fire tragically killed over 1,000 people in a garment factory in Bangladesh, companies and trade unions created the Accord on Fire and Building Safety in Bangladesh. The Accord is an independent, legally binding agreement designed to work towards a safe and healthy Bangladeshi ready-made garment industry. |
| 8 | Combining delivery capacity across geographies ΔP: <i>Taking successful programmes and approaches to scale</i> |
| Description | By combining the capacity and firepower of multiple implementing partners, successful programmes or innovative solutions can be taken to scale quickly. |
| Example | End Violence Against Children is a global partnership with the vision of a world in which every child grows up free from violence. By creating a network of partners throughout the world, it is able to deliver towards its vision at a scale far in excess of that of a single organisation. |
| 9 | Creating sufficient weight of action ΔP: <i>Combining / aligning / coordinating resources to create the critical mass needed to deliver otherwise impossible outcomes</i> |
| Description | Where a desired outcome is so big (e.g. advocacy or eradication of disease), it requires sufficient number of organisations to align their resources, their networks, their actions, their voices to together achieve the desired outcome. |
| Example | While it may be easy to ignore the voice of one organisation, a collective of organisations all with the same message can deliver advocacy messages at sufficient scale to force change. The NCD Alliance has 2,000 members: civil society organisations and NGOs, professional and scientific associations, academic institutions, patient groups, media and journalists, and multilateral agencies. Together they lead global civil society advocacy for governments to fulfil political commitments on prevention and control of non-communicable disease. |
| 10 | Networking, connecting, building relationships ΔP: <i>New collaborative action and partnerships by convening multiple organisations, building trust and social capital, and catalysing collaborative action to deliver all the value above</i> |
| Description | Using hubs / platform partnerships to coordinate and catalyse collaborative action, build system coherence. |
| Example | The SDG Partnership Platform in Kenya brings together executive leadership from government, development partners, private sector organizations and civil society, initially to explore and develop opportunities for accelerating universal access to primary healthcare services in Kenya. |

5 Individual partners: net individual value gained

Value gain

When an organisation decides to work in partnership, it must be clear about the value it hopes to gain. The value may be of two types: 1) the organisation is able to deliver greater strategic impact (mission value) through the partnership and/or 2) the organisation itself gains in some way, improving its ability to deliver its mission, now and in the future (organisational value).



In the case of organisational value gain, this might be one of the direct objectives of the partnership, or the value gained might be one of the **ancillary benefits** that can come from partnering such as technology transfer or social capital built.

1. Mission value

a) Direct achievement of strategic objectives

A partnership may directly deliver on an organisation's strategic objectives. For an NGO, for example, this could include delivery of specific programmatic or advocacy objectives, with direct or indirect impact on intended beneficiaries, depending on the organisation's mission and mandate. For a company it might be gaining commercial value through new business opportunities, or it might be around ensuring a supply chain is sustainable.

b) Contribution to pathway towards strategic objectives

In some cases, a partnership may not directly deliver the organisation's mission, but instead contribute along a pathway towards its strategic objectives. For example, the partnership might support the adoption of standards or behaviours that indirectly facilitate or contribute to the achievement of a particular objective. Or it might support an enabling environment or systemic shifts that allow a problem to be tackled more effectively in the future. For example, a company may collaborate with other businesses and NGOs to develop sustainability standards of a particular commodity supply chain, which will in turn help the company raise its own levels of sustainability.

2. Organisational gains

a) Leveraging resources

Resource gains can include financial gains in the form of funding or cost savings that can be made (for example through sharing services). Organisations might also receive non-financial material gains such as in-kind contributions of goods, services or volunteers.

b) Indirect and intangible gains

Organisations may also enter partnerships to achieve a number of non-tangible benefits. These might include, for example, social or political capital; networking and connections; increased legitimacy; reputational benefits; influence and positioning; knowledge and capacity building; innovation in thinking and employee morale and retention.

Weighing the costs of partnership

As well as assessing the expected value from a partnership, organisations must assess the likely costs involved. In addition to typical project implementation costs, there will be partnership transaction costs involved. Clearly, all partnership arrangements will involve increased staff time to negotiate and develop the partnership as well as to manage the relationship with partners. They will also likely require other 'hard' costs such as additional travel, external facilitation and meeting costs, as well non-tangible costs such as social and political capital.

| TRANSACTION COSTS | IMPLEMENTATION COSTS | | |
|--|---|---|--|
| Partnerships can take a significant amount of time both to develop and to manage, requiring staff time, social and political capital and some 'hard costs' | Staff time All staff time plus overheads / full cost recovery | 'Hard' costs Money and other resources with a financial value (e.g. travel, office space, equipment etc.) | Non-tangible Social and political capital used in implementation |

Net value

At all stages of a partnership, each partner must ensure that it gains net value from its involvement in the partnership. And partners through the process should be helping to ensure that all the other partners are also benefitting from the arrangement otherwise the partnership risks falling apart.

NET INDIVIDUAL VALUE = VALUE GAIN – COSTS

Prior to partnering, each partner must compare the net value gained with the opportunity cost: i.e. will it gain more through this partnership than it would apply its resources another way – either another partnership or more traditional programming.

The tools within this publication can support partners to assess the potential strategic value they will gain from a partnership, and track the degree to which they are realising that value.

6 CASE STUDY 1: Smart Peer-to-Peer Solar Grids for Rural Electrification & Empowerment



‘Smart Peer-to-Peer Solar Grids for Rural Electrification & Empowerment’ is a Bangladesh-based partnership between a social enterprise, SOLShare, and a major supplier of renewable energy, Grameen Shakti, which is being supported and enabled by UN DESA. It brings together two organizations which have a commitment to supplying affordable solar energy to rural communities, but which come from different sectors and differ in size, structure and purpose. Grameen Shakti is a large utility company with a network of 1.7 million domestic solar energy systems in rural Bangladesh; SOLShare is a knowledge-based social enterprise, formed in 2015, which has developed innovative methods of sharing and monetizing surplus energy to empower low-income communities.

The partnership came into being thanks to SOLShare winning a grant from UN DESA, which enabled the organizations to set up a 2-year pilot project. This project constitutes a trial partnership in which the partners can test out their business relationship and explore whether the partnership will deliver the predicted value.

On the partnership spectrum, we can place this partnership in *“combining resources to innovate and provide more efficiently”* (Type 2) and it also has the potential to be transformative by changing the way in which energy is supplied and paid for in rural communities (Type 3).

COLLABORATIVE ADVANTAGE OF THE PARTNERSHIP

In terms of value, the partnership brings together essential complementary resources, both technical and knowledge, and offers the opportunity to achieve greater efficiency in energy supply through exploiting synergies and coordinating action. Secondly, the diversity and complementarity of the partners’ approaches opens the door for genuine innovation in rural energy supply. Finally, if the initial trial phase of the partnership is successful, this collaboration will offer the potential both for scaling operations in existing networks and replicating operations in new areas. Achieving a sufficient level of innovation and scale might create a genuine transformation in the way that energy is provided, shared and paid for in rural communities, providing an innovative and sustainable solution to a global problem.

VALUE GAIN TO THE PARTNERS

For the social enterprise, SOLShare, a partnership with Grameen Shakti offers an opportunity to implement its technology and delivery concept on an unprecedented scale. This significantly furthers SOLShare’s strategic mission and has the potential to change practice within the energy supply industry, thus contributing to the organization’s long-term objectives (Output Value). Collaboration with a major industry player should also enhance SOLShare’s reputation and its business network, providing improved capability for future activity (Input Value).

For Grameen Shakti, partnership with an innovative social enterprise offers an opportunity to leverage new knowledge resources and access cutting-edge thinking and innovative technological solutions thus enhancing capability (Input Value). Achieving this offers Grameen Shakti new ways of expanding their operations and their offer to their customer base, increasing consumer take-up and thus achieving their strategic business objectives (Output Value).

CASE STUDY 2: Using data to support women's right to property

'Using Data to Support Women's Rights' is a partnership between IHC Global, a coalition of non-profit, private sector and individual members committed to equitable urban development, and AREA-Uganda, and private sector association of real estate agents, developers, and other real estate businesses. The partnership's aim is to support women's land and housing rights in Uganda, through first measuring women's participation in property markets in Uganda and then enabling women to affirm and access their right to property, through an extensive campaign grounded in local knowledge and accurate data.

A key step in the programme was to conduct a market assessment using an adapted International Property Markets Scorecard (IPMS), to assess the economic, social and legal experiences of women with regards to property markets and housing. A Knowledge Exchange event, gathering inputs from across sectors and local communities to validate the field assessment gender questions took place and was critical for addressing local needs. After completion of field study activities, data from assessment components - property rights, access to credit, effective governance, rational dispute resolution, financial transparency, and appropriate regulation as well as how women fare and are affected in Uganda by these core elements - was analyzed and synthesized into a report. Recommendations of this report will be validated by local actors. Finally, the partnership will develop an awareness campaign, sharing the findings with key stakeholders across sectors, including relevant ministries, and developing a plan led by AREA-Uganda to bring the issue to the forefront of public discussion.



COLLABORATIVE ADVANTAGE OF THE PARTNERSHIP

The partnership brings together complementary resources and knowledge to achieve its longer-term strategy: combining the global knowledge and resources of IHC global, who act as a resource organisation and bring the tools and conceptual framework to carry out the assessment, and the local knowledge and expertise of AREA Uganda and its recently formed Women's Council, who ensure that solutions are responsive to local needs and conceived with local input: ensuring better, more holistic solutions. This exchange of resources and knowledge serves shared common goals (enhancing links and interactivity within the real estate business community, sharing knowledge, and improving women's access to property rights and careers in real estate) and exploits synergies

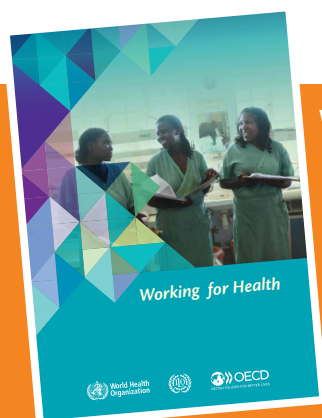
to deliver more. The alignment and concerted effort of numerous global and local players within the real estate sector provides weight of action, and hopefully will create the critical mass required to achieve transformation within the Ugandan property market.

The IHC Global / AREA Uganda partnership is a pilot project, and upon completion, the partners have plans to review the effectiveness of the project to adapt where necessary before then replicating in other parts of the world, taking this approach to scale. This involves developing local capacity by sharing programme tools, know-how, and lessons learned from the pilot with local partners so that they can continue to provide services/products or serve as consultants to similar partnerships in neighbouring countries.

VALUE GAIN TO THE PARTNERS

In terms of organisational value, the partnership aims are critical to both organizations' strategic objectives, delivering clear mission value towards IHC Global's strategic aims around housing and equitable development, and gender, land security and property rights, and AREA Uganda's aims to develop the local market and increase women's access. For AREA Uganda, the partnership is also an opportunity to build local capacity and acquire new ways of working and new technical expertise around these types of assessment. For IHC Global, working with a strongly connected set of locally-based organisations allows them to tap into local knowledge and gain inputs from key stakeholder groups, build buy-in and widen their reach and influence through a locally-designed advocacy campaign.

CASE STUDY 3: The Working for Health Partnership



Working for Health is a “strategic, intersectoral, multi-stakeholder partnership between the International Labour Organization (ILO), the World Health Organization (WHO) and the Organization for Economic Cooperation and Development (OECD). Its aim is to expand and transform the global health and social service workforce to accelerate progress towards universal health coverage and global health security by providing policy advice, technical assistance and capacity strengthening support.”^{P0F}

“Working for Health” responds to a need for increased investment in health and social care workers to achieve the health and wellbeing related SDGs, to cover the expected gaps in health workers arising from the double burden of existing primary care needs in low income countries and health care for an ageing population in high income countries.

The Working for Health Program has seven main targets which include:

1. Creating an interagency global data exchange on the health labour market;
2. Creating an international platform on health worker mobility;
3. Having inclusive mechanisms in place to coordinate an intersectoral health workforce agenda;
4. Supporting countries in developing enhanced national health workforce plans;
5. Developing enhanced national health workforce plans;
6. Sharing data through national health workforce accounts;
7. Halving inequalities in access to a health worker and reducing their dependency on foreign trained health professional.

COLLABORATIVE ADVANTAGE OF THE PARTNERSHIP

The partnership is delivering collaborative advantage in several diverse ways, as illustrated below. The partnership answers a clear and identified need to fill the expected health labour shortage in 2030. It complements and builds on the work done by other global partnerships such as the Global Fund and GAVI by addressing one the barriers to Implementation of their programs. Without health workers, for example, there can be no distribution of vaccines, TB and HIV testing and treatment.

Considerable effort was made from the outset to ensure that each partner would contribute where it could most add value; the OECD, providing the global lens, and WHO, with in-country presence, providing the country or regional lens.

Working in partnership enables a systemic way of approaching the issue by bringing complementary expertise to the table including WHO’s health expertise, ILO’s labour expertise and work with labour ministries and the OECD’s convening power and strong government links.

“Complementarity helped. By going through the process of identifying complementarity internally and between the organizations, we were able to see how we could leverage the partnership expertise and not duplicate. Often, there can be competition between partners, but this didn’t happen here. It happened quite naturally. Roles developed as part of discussions around objectives and deliverables. Once deliverables were agreed upon, partners were asked what each wanted to lead on, very little contention, shared leadership.”

It increases weight of action by coordinating resources to create the critical mass needed to deliver outcomes. It also increases reach by combining the geographical foot print, and complementary networks for three large organisations.

Finally, it increases sustainability of solutions by building local capacity and reducing dependency on foreign trained health workers.

7 Putting value creation at the heart of partnership development

Introduction

Partnering as an evolving process

Before looking at value creation in greater detail, it is important to understand that partnership is a process not a product – an activity not an institution. Successful collaboration is always characterized by a mutual commitment to working together to create, manage and develop the partnership as a continuously evolving relationship. Although it is certainly true that good planning makes good partnerships, it is equally true that partnership is subject to change and this change needs to be managed.

This means working from a solid base of planning and procedures but going forward with sufficient flexibility to manage the evolution of the collaboration and to be able both to adjust and adapt to ensure to deliver expected value and to exploit new opportunities for value creation as they arise.

This need for both planning and flexibility is a major reason why partnerships can often be resource-hungry: partners must commit substantial resources to the management of complex relationships. As discussed in the previous section, these *transaction* costs must be considered before committing to a new partnership.

Being clear and managing expectations

All partners must articulate their expectation of the value they will gain from the partnership and these expectations must be revisited and managed throughout the collaboration if the maximum benefits are going to be achieved. This is especially true of more complex partnering in the type 2 (Combine/Integrate) or type 3 (Transform) categories. Here, the time-lag between input of resources and the evidence of added value output can be substantial. Participating organisations in complex, multi-stakeholder collaborations in particular will need greater patience and a long-term commitment to the project when direct benefits might be years in arriving.

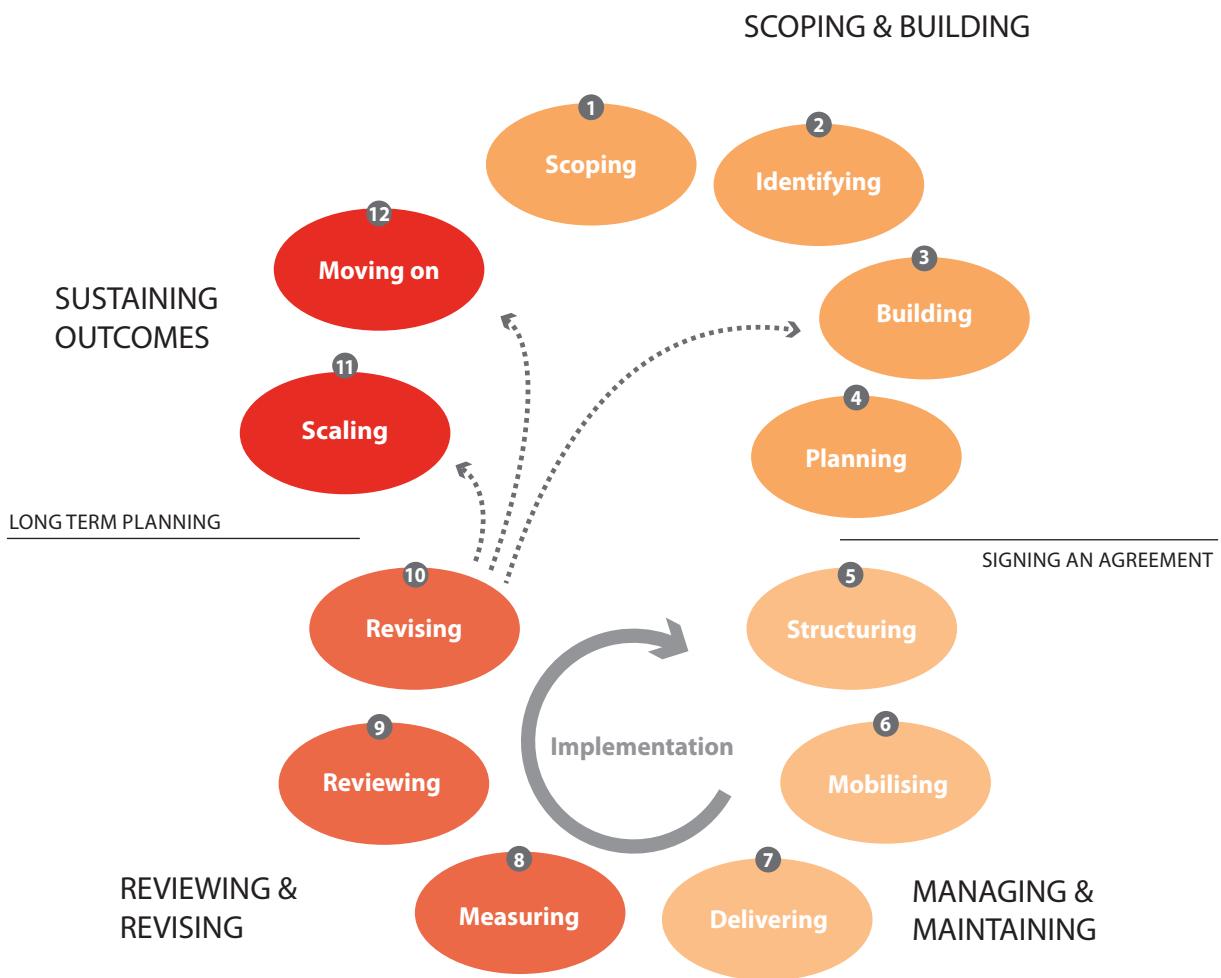
Articulating and managing expectations is also important because, ultimately, there is no one model of partnership. There is certainly recognised good practice in every stage of the partnering process but, in the real world, every partnership is unique, and there needs to be a high degree of both awareness and flexibility for the collaboration to succeed. Practical guidelines can help minimize errors and reduce preparation time; following established steps and procedures can streamline the process of building and maintaining a partnership. But each partnership will face its own specific challenges, and participants will need to draw not only on a reservoir of knowledge from previous experience but also their own creativity and ability to innovate.

This need for both planning and flexibility is a major reason why partnerships can often be resource-hungry: partners must commit substantial resources to the management of complex relationships.

1. TOR “Working for Health” MPTFY version April 12, 2018

The Partnering Cycle

The figure below is a model of the partnering process, divided into four main stages and twelve subsidiary phases. This is not a model of any one partnership nor is it prescriptive – partnerships might not look like this and don't have to look like this! What it provides is a shorthand method of identifying the main stages that a typical cross-sector collaboration will move through.



Maximizing value during partnership development

PHASE: Scoping and identifying

When looking to develop a partnership around a specific issue, it is essential to understand the landscape of existing initiatives and the stakeholders relevant to the issue.

Where there are already relevant initiatives, it is important to assess the opportunities to build on what's already there, rather than to create something new given the significant time and resources required to start something afresh.

When looking at stakeholders, it is important to appreciate the wide array of resources they may have that could be complementary or additive to your own. For example, along with their market-based approach, companies bring their brand, marketing expertise, direct access to customers and employees, technologies, influence on supply chains and their own purchasing power.

PHASE: Building and planning

The figure below shows a typical partnership development process from a point when potential partners have been identified through to defining and signing a partnering agreement.

It involves two 'journeys':

- The journey the partnership collectively takes as the partners develop, negotiate and plan the partnership; and
- The journey each individual partner must take to get to the point at which it can confidently enter into the partnership.

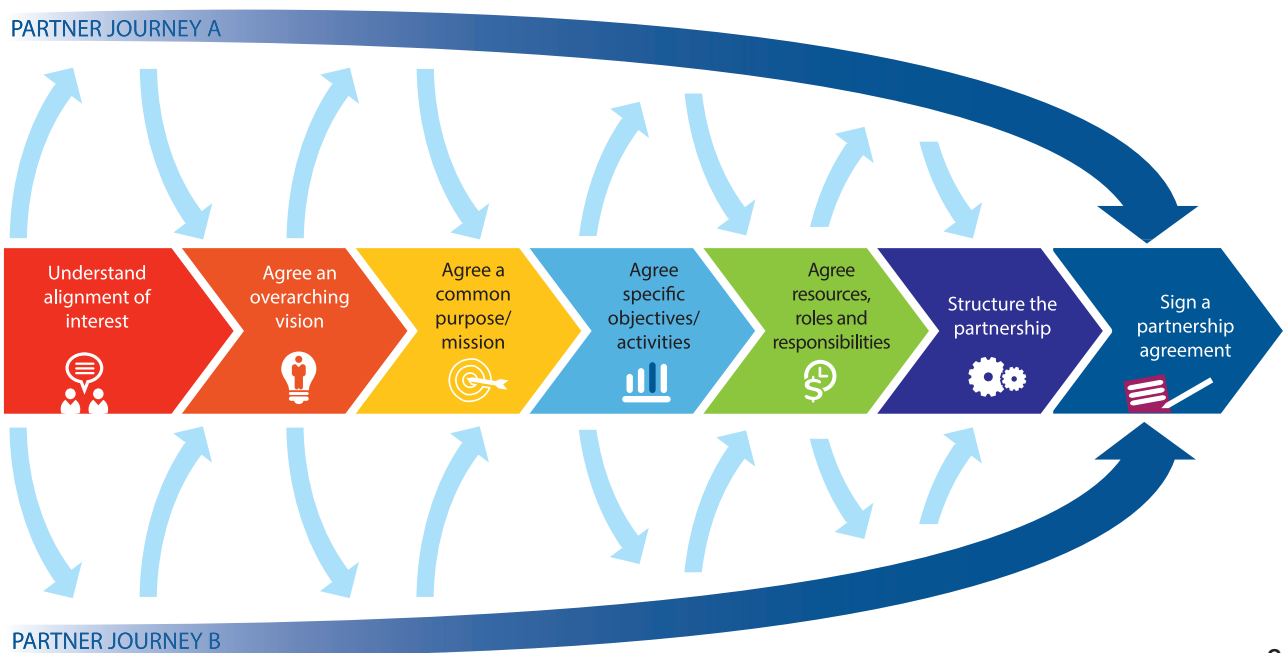
Each of these journeys should focus on maximising value – for the partnership as a whole, and for all the partners. The tools below support that maximisation of value.



QUESTIONS TO ASK

- Which ways of engaging with existing initiatives might create most net value? Directly support their current work? Support them to orient what they're doing more towards my goals? Partner with them around common issues?
- What are the different resources that key stakeholders could bring to the table which, together with others, could create real value?

The Partnership Journey



The partnership journey

The partnership journey starts with building an understanding of an overlap of alignment of interest among the partners which allows them to together build an overarching vision – the big picture change that the partnership wants to contribute to.

Negotiating a partnership is not a classical, zero-sum negotiation in which you are trying to get the most for your organisation (sometimes described as attempting to secure the biggest slice of pie). Instead it is a far more co-creative process, trying to maximise value for

your own organisation as well as for the others; i.e. to collectively grow the pie to generate the greatest value for all. This form of negotiation is termed ‘value maximisation’.² The table below provides an explanation of different forms of negotiation.

Table: Forms of negotiation

| | Adversarial | Interest-based | Value-maximisation |
|---------------|---|---|--|
| Goal | Maximising the value to my organisation at the expense of the other: WIN – LOSE | Ensuring both parties in the negotiation gain sufficient value to have their interests met: MIN WIN – MIN WIN | Maximising the added-value, collaborative impact of the partnership along with the value gained by all parties: MAX WIN – MAX WIN – MAX IMPACT |
| Focus | Focuses on individual self-interest | Focuses on all parties’ stated interests | Focuses on the Collaborative Advantage of the partnership, along with the widest set of partner interests against which the partnership could contribute |
| Style | Argument | Conversation and enquiry | Brainstorming and co-creation |
| Effect | Negative effect on relationship | Positive effect on relationship | Highly positive effect on relationship |

The Collaborative Advantage framework provides a useful starting point to begin value-maximisation negotiation. The first question to be collectively asked is: by coming together, in which (usually several) of the ten ways do we think we could create additional value? Understanding where the power of collaboration can most effectively deliver results can shape and focus the discussions in that direction.

To achieve the maximum value-add, start by thinking big. Be ambitious in your early brainstorming, welcoming

rather than discarding what might at first seem like crazy ideas – they may contain nuggets of gold which, with a bit of lateral thinking, can become highly innovative (rather than crazy) approaches. The different ideas will continue to be developed, assessed and refined in an iterative process, based on the whole range of resources the partners – and new partners filling in gaps – can bring to the table.

The partnership journey moves on to further focus and define the partnership approach, agreeing the specific

objectives and activities (along with a clear initial Theory of Change for how activities will lead to objectives), the roles, responsibilities and resources of each of the partners, and how it will be structured (at least initially).

The Collaborative Advantage tool below helps partnerships in this phase to explicitly consider and set out how they will maximise value creation, as well as helping to put value creation at the heart of the way they structure, operate and manage the partnership to ensure it delivers that value.



2. D. Stibbe and I. de Villiers, private correspondence, 2018

The partnership journey

Individual partner journeys

At the same time as the partnership is developing, each partner moves along its own journey. Each organisation should negotiate the partnership in a way that maximises collective value and maximises the value it gains from the partnership.

The process is highly iterative, as demonstrated by the arrows on the process diagram as partner representatives move back and forth between negotiating with partners and negotiating internally, getting direction, buy-in and commitment to providing resources. As the expected value to partners increases, so will their willingness to contribute further resources which can then lead to further adaption and iteration of the partnership plan.

The journey also involves the partner undertaking whatever due diligence and legal process it requires to be able to enter the partnership.



Convergence

The aim is for the journeys of all the partners, and the journey of the partnership as a whole, to converge at a point where all partners expect to achieve significant net value for the partnership, and the partnership is designed to maximise value creation.

The partnering process itself, if it is well managed, will help to build the relationship among the partners and can be used to begin to put in place the building blocks of an effective partnership, including designing the governance, managing and operating structures.

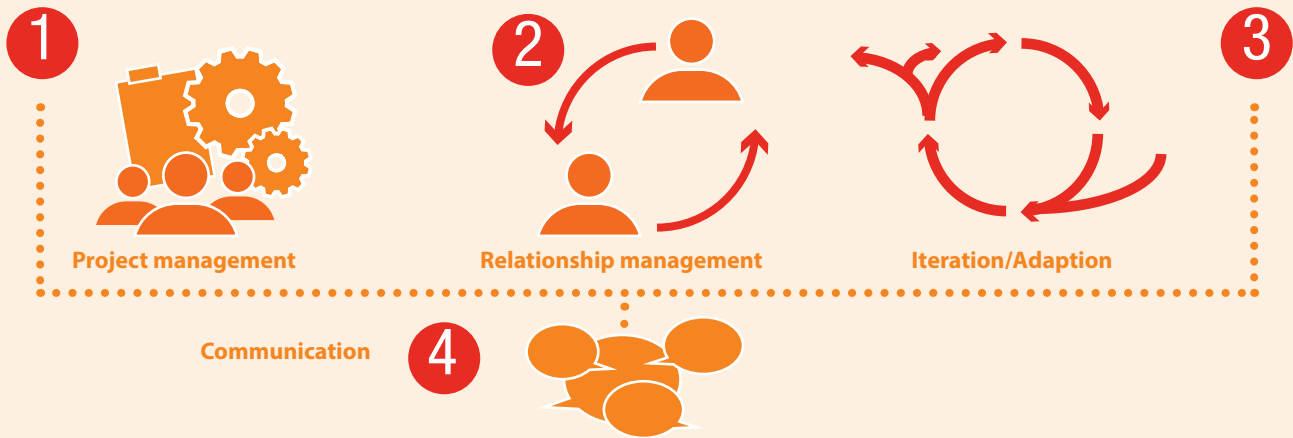
At this stage a partnership agreement can be made. The agreement should capture the ambitions both of the partnership and of the individual partners in terms of the value they wish to gain.



NOTE: It is highly recommended that partnerships that are already running should undertake an exercise to assess the degree to which they are generating, or are in the future likely to generate, value: as a partnership, and for each individual partner. You can use Part 1 of the tools to do this.

Maximising value during implementation

The figure below sets out three essential elements for implementing and managing partnerships: 1) effective project management, 2) strong relationship management and 3) ongoing iteration & adaptation, all underpinned by a fourth: effective communication.



A maximising value lens can be put on each of these elements:

1 Project management: The project should be focussed on delivering the expected value developed in the design / planning phase of the partnership. Indicators for successfully creating added value should be monitored and course corrections made where the partnership appears to be veering off course.

2 Relationship management: Within relationship management, along with ensuring the level of trust and quality of the ongoing working relationship, is the need to ensure that all partners continue to receive (or are likely to receive in the future) net value from the partnership.

3 Iteration / adaptation: Care should be taken not to overdesign partnerships at the outset or start off with major resources committed to a specific approach. Partnerships in general should start modestly and then adjust, adapt and scale as they go based on the experience of, and new insights gained from, running the partnership in earnest. Looking for opportunities for additional value creation should be built into the ongoing process of review and iteration of the partnership. This is the opportunity for both partnerships and individual partners to assess value created to date, and adjust as necessary using the second stage of the tools.

 **PARTNERSHIP VALUE CREATION**
Part 2

 **INDIVIDUAL PARTNER VALUE**
Part 2

Demonstrating value at the end

At the end of the partnership, it is important to capture the value created by the partnership as a whole, as well as for each individual partner to understand how it gained from the partnership. It should include capturing learning on the experience of creating value and recommendations for the future.

 **PARTNERSHIP VALUE CREATION**
Part 3

 **INDIVIDUAL PARTNER VALUE**
Part 3

7 Tools

Overview and guidance

This section introduces two sets of tools designed to support partners in creating and maximising value throughout their partnership. These tools distinguish between the two main types of value we defined earlier in this guidebook: the overall added value of the partnership, and the value of partnering to each individual partner organisation.

The first set of tools focuses on the partnership added value: **the collaborative advantage** and the **partnership delta**. It is intended for partners to use together, as part of their ongoing discussions from the earliest stages of the partnership, to identify what kinds of value the partnership could achieve or is achieving.

The second set is intended for use by each **partner organisation individually**, to ascertain what value the partnership under consideration may bring, or brings, to their organisation, in terms of achieving their mission, and in terms of organisational gains.

1. Partnership value creation tool



Defining and assessing the Collaborative Advantage of the partnership

The partnership value-add should be jointly defined and assessed throughout the partnership in an explicit, ambitious co-creation process involving all the partners, through use of our 3-part tool on Partnership Value Assessment. Mirroring the stages of the individual organisation tool above, the partnership tool also includes 3 stages: the predictive value assessment in the early building stages, the mid-point review when the partnership is in the management/implementation stage and ready for review, and the final review, at the close of the partnership.

In the predictive value assessment stage we encourage the partners, as they are outlining initial possible objectives for the partnership, to come together and think creatively and ambitiously about the types of value that can be generated

through this partnership, referring to the 10 types of partnership value defined earlier in the guidebook; articulating what exactly can be achieved and how, and outlining specific steps and actions that need to be taken together and individually to ensure that everything is in place to deliver this value; and finally, defining clear and meaningful indicators for later review. This step aims to ensure that the partnership is thinking as ambitiously and creatively as possible about value creation, while also being very concrete and specific about what exactly can be achieved and how, as well as how it will later be measured.

The mid-point review provides an opportunity to review initial expectations and assumptions, check that everything is on track and assess value created so far, as well as to seek out new opportunities to add more value, or adapt to changing realities during the implementation phase. The final review includes an

assessment of overall value achieved, and an opportunity to share lessons learned and recommendations for future partnerships, or to contribute to wider learning on a specific challenge.

Note on assessing and measuring value

It is important to note that this process of assessing added-value, while integrated wherever possible with existing M&E processes, is not a traditional approach. The kind of value we are considering, particularly the added value of the partnership itself, is rarely monetizable, and may not even be directly quantifiable. While this may require a mindset shift, it is important to be as clear, deliberate, and specific as possible in articulating this value, while accepting that the measurement will not be a standard formula, and results might not translate directly into quantifiable terms.



1. Partnership value creation tool (continued)

Using the tools

The templates for completion are at the end of the guide.³

Part 1 – Pre-Assessment

- Consider the issue your partnership is trying to resolve, and how your partnership will create additional value towards achieving the intended objectives. Refer to the 10 Collaborative Advantage and Partnership Delta categories and decide which ones your partnership will create, listing each in the tool
- For each of the ‘collaborative advantage’ value types your partnership will generate, think through exactly what this will look like in practice in your partnership, and describe this here
- Indicate the importance of this value type for the partnership as a whole
- Develop appropriate and specific indicators that will allow you to measure progress and success in achieving added value through your partnership. Consider the intended results and objectives of your partnership but note that the indicators should be separate from impact indicators, and should measure successful added-value creation through the partnership
- Finally, return to your partnership plan and work out exactly what you will do to ensure that this will happen – include details of what needs to be in place to achieve what you have outlined

Part 2 – Mid-point review

- Review the types of value included in part 1 of this tool, as well as the specific details of what this would look like in practice, and what needed to be in place. Consider what has been achieved so far, and what is similar or different to initial expectations, and make a note of this, with explanations for any variance and shifts in planning
- Referring to the specific indicators you included in part 1, make a note of your progress against each indicator, with narrative details and a rating score
- Make a note of any key learning points, challenges, or recommendations for the partnership going forward
- Consider whether any expected outcomes / value predictions need to be rethought and revised, and include revised versions below
- Review your value creation indicators, and where these need to be adapted or updated, include revised versions below.
- Consider which actions now need to be in place to achieve the expected outputs and meet current indicators, and include updates below

Part 3 – Final Review

- Referring to the specific indicators you included in parts 1 and 2, evaluate the partnership's achievements against each indicator, with narrative details and a rating score
 - Make a note of all key learning points and challenges related to each of the expected outcomes / value predictions
 - Make a note of actions the partners can take to ensure that learning and knowledge are captured and disseminated, including contributions to future partnerships or other work in the field or sector of this partnership
- Please include any recommendations for either of the partners, or for future similar partnerships.

3. The templates are available for download from: <http://tpiglobal.org/>



2. Individual partner value tool

The Value Assessment Tool for an Individual Partner is a 3-part tool looks specifically at the value of a partnership to an individual partner organisation and is designed to support an organisation's thinking and decisions throughout the partnering process as a whole. The tool is intended to support each individual partner in understanding and articulating what kinds of value, in each of the categories we have detailed above, it will gain through this specific partnership. By articulating these clearly very early on, each organisation can then be very deliberate about exactly how and why it enters into specific partnerships and can put everything in place to ensure that the as much value as possible is produced throughout the partnership.

The tool includes three key stages: pre-assessment, mid-point review, and final review. These three steps fit into the building, managing/measuring, and moving on phases of the partnering cycle, respectively, but more generally the tool can also be used iteratively at any point in the partnership to review assumptions and expectations, measure progress, and adapt to the living and changing realities of the partnership.

In the first part of the tool, the 'predictive value assessment', this initial intention is articulated, with specific outlines of activities and steps to take to ensure that the expected results will be achieved, as well as specific indicators. At this stage it is important to be very clear about what the issue is that the partnership is intended to tackle, and why a partnership is the best way of going about tackling it. The predictive assessment, through linking specific organisational objectives to specific outputs / partnership results, and identifying what types of value the partnership can create to support these, makes it possible to determine whether this partnership with this/these specific partner(s) is likely to create the kind of value that is needed.

This provides an opportunity to rethink or reshape expectations and approach to ensure maximum value can be achieved, and also can provide a way of comparing several partnership or engagement opportunities where there is a need to prioritise and determine which could yield most value. It should be noted that there is no exact formula for this, and comparisons will necessarily be partly subjective, but having a tool can allow individual or group decisions to be informed by the right kind of thinking around value

The later stages of the tool, the mid-point review and the final review, provide opportunities to review and assess the actual value created through the partnership, and to make any changes required to adapt to the changing realities of collaboration over time, ensuring that value is maximised throughout, as well as ensuring that lessons learned and challenges are captured, so that the value achieved by this partnership can also contribute to future collaborations, or contribute to collective learning and innovation more widely within the same sector or area of work.

Part 1 – Predictive value assessment

Section 1:

- Clearly articulate the issue that the partnership is intended to resolve, as well as provide an overview the proposed partnership programme and activities that aim to tackle the problem.

Section 2: Value

- Identify in step 1 each of the relevant strategic objectives which this partnership will contribute to
- Link these clearly to the planned partnership results/outputs, articulating what exactly you are aiming to achieve and what this looks like in practice, as well as how this contributes to the listed objective
- Link the objectives and results/outputs to the specific types of value that the partnership can create (referring to the 10 types of value defined in this guidebook, and any other types identified by the organisation) – list as many as are relevant for each objective and think carefully about how the partnership will generate this value
- Assess the potential impact and likelihood of creating this value and provide a rating
- Identify the key things that need to be in place from your side to ensure that these results can be achieved



2. Individual partner value tool (continued)

- Identify the key things that the partnership would need to put in place jointly to ensure that these results can be achieved
- Provide clear, strong, meaningful indicators that will allow you to determine later on whether the intended value has been achieved as initially expected
- Provide an overall assessment / conclusion on the value that could be achieved by this partnership
- Repeat the process looking at step 2 for the financial, material, and intangible gains for your organisation, entering the expected partnership results, likelihood of value being achieved, and noting what needs to be in place for these, as well as providing indicators
- Please note that for this section the column on the types of value (referring to the 10 value types) is not relevant and can be ignored

Part 2 – Mid-point review

- Evaluation/review
 - Referring back to the objectives, outputs and partnership results formulated in the predictive assessment stage, consider the extent to which the expected value has been created
 - Referring to the specific indicators created in the predictive assessment stage, articulate what progress has been made against each of the indicators
 - Provide a progress / achievement rating against each indicator
 - Consider the learning and challenges thrown up by the partnership so far and make a note of key learning points that are relevant to the rest of the partnership's implementation
- Revision
 - Based on the progress and learnings to date, and the changing realities of the partnership's implementation, consider whether the existing outputs/partnership results, indicators, and actions need revising. If so, include the revised versions here.

Part 3 – Final Review

- Referring to the specific indicators you included in parts 1 and 2, evaluate the partnership's achievements against each indicator, with narrative details and a rating score
- Reflecting on the whole life of the partnership, make a note of all key learning points and challenges related to each of the expected outcomes / value predictions, focusing on the opportunities to create value and what hindered or supported this. Consider internal factors from within the partnership and from the individual partners, as well as external factors.
- Consider and detail all the actions the partners can and should take to ensure that learning and knowledge are captured and disseminated, including contributions to future partnerships or other work in the field or sector of this partnership.

TOOL 1 Value assessment tool: Partnership value creation

| Partnership value creation assessment | | Part 2: MID-POINT REVIEW | | | |
|--|---|---|--|---|---|
| REVIEW / EVALUATION | | REVISION | | | |
| Progress against indicators – narrative | Progress against indicators: value rating | Learning points | REVISED outputs / outcomes <i>What this value looks like</i> | REVISED indicators <i>What needs to be in place</i> | REVISED actions <i>What needs to be in place</i> |
| Please include details of progress against each indicator / target, and explanations | Please provide a rating for progress against this indicator | Please note any learning / challenges from the partnership so far | Please note any changes, based on review, in expected value and specific outcomes / outputs from the partnership (if unchanged, please copy across previous entry) | Please note any revised indicators or targets where relevant (if unchanged please copy across previous entry) | Please detail what now needs to be in place in order to achieve this added value: note concrete actions and activities (if unchanged please copy across previous entry) |
| | | | | | |
| | | | | | |
| | | | | | |

TOOL 1 Value assessment tool: Partnership value creation

| Partnership value creation assessment | | | | | Part 3: FINAL REVIEW |
|---|--|---|---|---|---|
| Progress against indicators – narrative | Please provide a rating for progress against this indicator | Please note any learning / challenges from the partnership | Please note any actions taken to disseminate learning and knowledge from the partnership | Please note any recommendations for either partner, or for future partnerships | Please note any recommendations for either partner, or for future partnerships |
| <i>Please include details of progress against each indicator / target, and explanations</i> | <i>Please provide a rating for progress against this indicator</i> | <i>Please note any learning / challenges from the partnership</i> | <i>Please note any actions taken to disseminate learning and knowledge from the partnership</i> | <i>Please note any recommendations for either partner, or for future partnerships</i> | <i>Please note any recommendations for either partner, or for future partnerships</i> |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

TOOL 2 Individual partner value

| Part 1: PREDICTIVE VALUE ASSESSMENT | |
|--|-------------------------|
| Value to an individual partner | A. Partnership overview |
| Issue the partnership aims to address | |
| Partnership objective(s) | |
| Partnership overview | |
| How partnership leverages necessary resources and creates additional value towards achieving the objective | |
| Non-partnering alternative approaches | |

TOOL 2 Individual partner value

| Value to an individual partner | | Part 1: PREDICTIVE VALUE ASSESSMENT | | | | |
|---|--|--|--|--|---|---------------------------------|
| B. Mission value and organisational value | | | | | | |
| B1. Mission value: How the partnership helps to deliver organisational strategic objectives | | | | | | |
| Organisational strategic objectives | Partnership results | Importance / level of impact of partnership results | Likelihood of value being achieved | What needs to be in place? | Measure of success | Overall assessment / conclusion |
| Please complete as many rows as necessary with organisational objectives and needs this partnership could contribute to | List partnership results that contribute to each of your organisational objectives | What is the strategic importance or potential level of impact of the partnership results? Rating 0-4 | How likely is this impact to be achieved through this partnership Rating 0-4 | What do you need to do to ensure that these results are achieved through this partnership? | Please note how you will know if you have been successful | |
| | | | | | | |
| | | | | | | |

TOOL 2 Individual partner value

| B2. Organisational value gain: Building your organisation's capacity to deliver | | | | | |
|---|--|---|---|---|---|
| | Gains / value to your organisation | Importance/ relevance of this type of value | Likelihood of value being achieved | What needs to be in place? | Overall assessment of value / gains |
| | Detail gains / value to your organisation from the partnership | What is the strategic importance or impact of these gains? Rating 0-4 | How likely is this value to be gained through this partnership Rating 0-4 | What does your organisation need to do to ensure this value or create more? | Please note how you will know if you have been successful |
| Financial | | | | | |
| Non-financial material gains | | | | | |
| Safeguarding of assets | | | | | |
| Social capital & connections | | | | | |
| Legitimacy | | | | | |
| Reputation, influence & positioning | | | | | |
| Knowledge, skills, capacity | | | | | |
| Innovation | | | | | |
| Other | | | | | |

TOOL 2 Individual partner value

| C. Costs to engage with the partnership (add categories and sub-categories as required) | | | |
|---|---|--|--|
| Categories of organizational gain | Provide detailed explanation of costs for your organization from this partnership | The organizational costs (\$ where possible) | How can the organization reduce costs? |
| <i>Direct costs</i> | | | |
| 1. Staff time | | | |
| 2. Financial costs | | | |
| 3. Direct resources | | | |
| 4. Other implementation costs | | | |
| <i>Transaction costs</i> | | | |
| 1. Governance | | | |
| 2. Other | | | |
| <i>Reputational / social capital costs</i> | | | |
| 1. | | | |
| <i>Opportunity costs</i> | | | |
| 1. If you do this, what can you not do? What is its cost? | | | |
| | Overall analysis | h/m/l | |

TOOL 2 Individual partner value

| D. Net value | | | |
|-----------------------------|-----------|--------------------|---|
| Assessment categories | Narrative | Overall assessment | Decision question |
| Part 1. Mission gain | | h/m/l | Is the net value for this partnership high enough for the organization to join this partnership? If partnering is not a good choice, can a non-partnering alternative be considered? |
| Part 2. Organisational gain | | h/m/l | |
| Part 3. Costs | | h/m/l | |
| Conclusion | | | |

TOOL 2 Individual partner value

| PART 2: MIDPOINT REVIEW | | | | | | |
|--|---|---|---|---|---|---|
| Value to an individual partner | | | | | | |
| Progress against indicators | Comments / explanation of divergence | Learnings / challenges | What will be achieved? UPDATED | How will it be achieved? UPDATED | Indicators UPDATED | What value is being / will be created by partnership? |
| Please note what progress has been made against each indicator | Where relevant please explain how activities or progress diverged from expectations | Please make a note of any key challenges and learnings from the project to date | Please note updated aims or copy existing aims here where they remain unchanged | Please note updated activities or copy existing aims here where they remain unchanged | Please note updated indicators or copy existing aims here where they remain unchanged | Referring to the value types in tab 4, please note explain how partnership has and will create value towards this objective |
| 1. Helping your organisation achieve its mission | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| 2. Building your organisation's capacity to deliver | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

TOOL 2 Individual partner value

| PART 3: FINAL REVIEW | | | |
|---|--|---|---|
| Progress against indicators | Comments / explanation of divergence | Types of value created | Learnings from the programme |
| <i>Please note what progress has been made against each indicator</i> | <i>Where relevant please explain how activities or progress diverged from expectations</i> | <i>Referring to the value types in tab 4, please note explain how partnership has created value</i> | <i>Please make a note of any key challenges and learnings from the project and future recommendations for how to maximize value in each area.</i> |
| 1. Helping your organisation achieve its mission | | | |
| | | | |
| | | | |
| | | | |
| 2. Building your organisation's capacity to deliver | | | |
| | | | |
| | | | |
| | | | |

8 Appendix 1: United Nations Partnerships for the SDGs

Since the Rio Summit of 2002, the importance of voluntary multi-stakeholder partnerships has been a core principle in the UN's commitment to achieving global sustainable development. The recognition that complex development challenges can often only be addressed through the collaboration of organizations from all economic sectors has underpinned a quiet revolution in the way that humanitarian aid, environmental conservation, social development and economic investment have been implemented across the UN system.

The agreement of the Sustainable Development Goals (SDGs) to 2030 includes a central commitment to the enabling and support of multi-stakeholder partnerships as a key mechanism in delivering on those goals – embodied in SDG 17. UN DESA is taking a critical role in providing information, analysis and guidance to member states and to partners in the private sector and civil society. It is using its convening power to bring together a wide range of stakeholders through international conferences, summits and joint consultations. In 2016 UN DESA, in partnership with the UN Office for Partnerships and the Global Compact, formed the Partnership Data for SDGs initiative⁴ with the aim of collecting reliable and informative data from SDG partnerships in a standard format.

The production and dissemination of partnership data is an essential element in ensuring that the UN system, and its partners, can learn effectively from the experience of its many active collaborations.

The UN currently lists 3,782 “voluntary commitments and multi-stakeholder partnerships” addressing 167 targets across the 17 SDGs. These initiatives range from large-scale global commitments to joint action through to small-scale collaborative projects for specific local impact. The active partners include every size and nature of organization from the agencies of member states to community NGOs and from global corporations through to local co-operatives. The diversity of the SDG partnerships is one of their strengths and accurately reflects the level of global engagement with sustainable development. But it also presents a challenge to the UN in terms of monitoring and supporting these partnerships: reliable data and sound guidance are required to inform good partnership practice and to help partners to achieve the potential value of cross-sector collaboration.

The current publication is part of UN DESA's commitment to providing that sound guidance and recognizes that UN member states, the UN agencies and partner organizations need practical support in order to improve their

partnering practice and, through this, to deliver the benefits of partnership more effectively to the target communities. While it is important to acknowledge that there is no one universal set of procedures for operating successful partnerships, there are valuable guidelines and recommendations which have emerged from almost two decades of partnership monitoring and analysis. Sharing the key constituents of good partnership practice more widely is an important element in the achievement of the 2030 Agenda.

4. www.sustainabledevelopment.un.org/sdinaction/pd4sdgs

Appendix 2: Resource & reference section

Pfisterer, S., Payandeh, N. and Reid, S. (2014) *D*

esigning Comprehensive Partnering Agreements: An Introduction to the Partnering Agreement Scorecard The Partnerships Resource Centre and The Partnering Initiative

Reid, S. (2015) *The Partnership Culture Navigator: Organisational cultures and cross-sector partnerships*. The Partnering Initiative, Oxford



