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THE PARTNERING INITIATIVE

Maximising the impact of partnerships for the SDGs

A practical guide to partnership value creation

First edition

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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

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TOOLS

Photo credit: UN Photo / CIA Pak

Ahead of the United Nations Sustainable Development Summit from 25-27 September 2015, a 10-minute film introducing the Sustainable Development Goals was projected onto the UN Headquarters, north façade of the Secretariat building, and west façade of the General Assembly building. The projection brought to life each of the 17 Goals, to raise awareness about the 2030 Agenda for Sustainable Development.

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 uniquely 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 towards sustainable development.

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 maximising 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, illustrated 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, assess and maximise 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

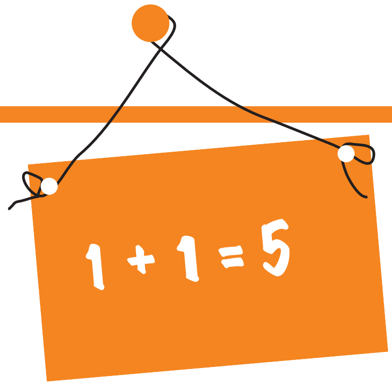
Collaboration across societal sectors has emerged as one of the defining concepts of international development in the 21st century. Initially in part a response to the limitations of traditional state-led, top-down development approaches, partnership has grown to become an essential paradigm in sustainable 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
Top-down planning, 'development by design' approach; development aid funding delivery	More emergent planning based on coalescing of local needs, interests and resources; development aid more catalytic to align and optimize impact of available resources
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 familiar linear approaches to achieve development outcomes	Need for innovative approaches with greater long term potential to tackle complexity but greater risk of failure
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

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 maximisation 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 organisations, 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.

The figure 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 organisational 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 organisation 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 organisations 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 organisation 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 organisational strategy, partnership types and value creation.

The Partnership Spectrum

1	2	3
LEVERAGE / EXCHANGE	**COMBINE / INTEGRATE**	**TRANSFORM**
One partner contributes to the work of another, or partners exchange resources, to allow one or both partners to deliver more.	**Two or more partners combine their resources to together deliver more than each could deliver alone.**	**Multiple actors work together through collective action to tackle complex challenges usually through system transformation.**
Often transactional, one-way transfer or reciprocal exchange of skills, knowledge, funding etc. Involves negotiation to maximise the gains on both sides.	Characterized by co-generation, mutual accountability, and innovative approaches. Involves brainstorming and creative dialogue to together develop new approaches that create value.	Involves multiple actors bringing together unique and complementary resources, all essential pieces of a jigsaw puzzle. Requires multi-stakeholder dialogue to understand the system and engage the players required to make interventions.
Value created ✓ Organisational value	**Value created** ✓ Organisational value ✓ Mission value	**Value created** ✓ Organisational value ✓ Mission value
Applicable when: each partner has something that is more valuable to the other than to themselves, resulting in net gain on exchange.	**Applicable when:** bringing together complementary resources results in new approaches delivering value to all.	**Applicable when:** an issue is sufficiently complex that a systems approach is required to tackle it.
Example: **Coca-Cola and the Global Fund** *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.*	**Example:** **SOLShare / Grameen Shakti** (see case study 1) *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.*	**Example:** **Scaling Up Nutrition** *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.*

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**;

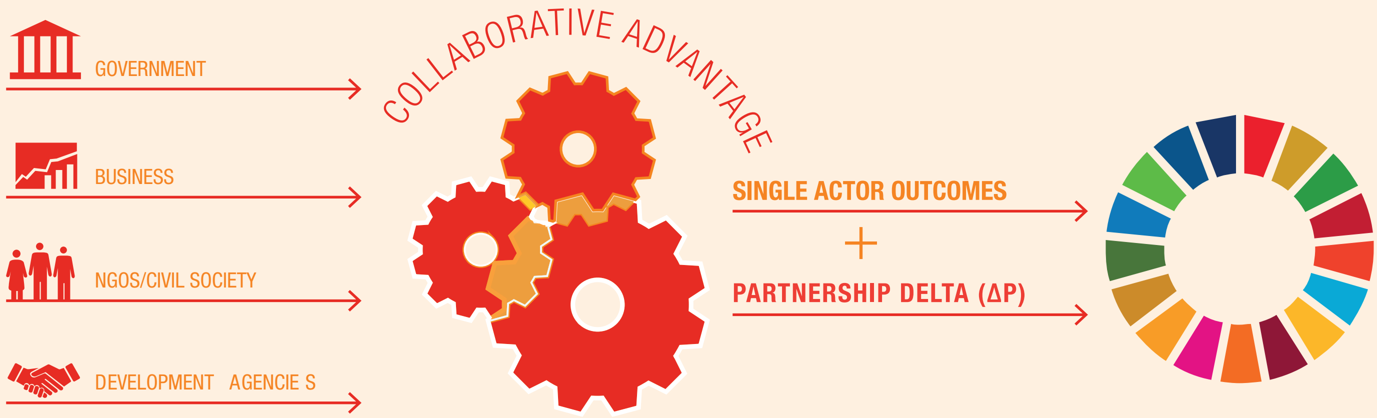
b. Gains by the **organisation** itself (capacity, funding, positioning etc.).

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 maximise 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

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.

The Partnership Delta

The Partnership Delta (ΔP) is the **additional impact** a partnership delivers compared with single actor approaches, as a result of the Collaborative Advantage.

ΔP = [impact of partnership approach] – [Sum of single actor approaches]

ΔP includes all the impact of the partnership – on individuals, organisations, sectors, systems and norms. These will include both 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.

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.

Collaborative Advantage Framework

In the table below, we highlight 11 major ways through which partnering may bring a Collaborative Advantage along with the ΔP - the extra impact beyond the sum of it parts - that that Collaborative Advantage can deliver. An individual partnership may be able to combine multiple of these ways and, by focussing on developing and delivering its Collaborative Advantage, the partnership can maximise its impact towards the SDGs.

0 Connection

Networking, connecting, building relationships

ΔP — ***New collaborative action and partnerships*** *by convening multiple organisations, building trust and social capital, and catalysing collaborative action to deliver additional impact through the means below.*

Using hubs / platform-type partnerships to coordinate and catalyse collaborative action of the types listed below.

Example: SDG Partnership Platform, Kenya
The platform brings together executive leadership from government, development partners, private sector organisations and civil society, initially to explore and then to develop partnership opportunities for accelerating universal access to primary healthcare services.

1 Complementarity

Bringing together essential complementary resources

ΔP — *Impact delivered by a* ***complete, workable (and potentially sustainable) solution*** *impossible without the full set of key resources*

Partnerships can bring together resources from different actors from all sectors that are each essential pieces of the solution jigsaw puzzle.

Example: Banking on Change, East Africa
Barclays Bank bringing its banking knowledge and access to the formal banking system, Plan and Care International bringing its experience of communities and its social capital to develop popular community-level, micro-savings and loans groups with a formal bank account for security.

2 System transformation

Harmonization / coordination of key system actors' resources / instruments

ΔP — ***Transformation of a system*** *leads to a steady-state, solution delivering ongoing value and benefits.*

By mapping a system, undertaking root cause analysis and identifying the leverage points for change, key actors can work together, each playing their unique roles (often including the public system/instruments such as taxation), to transform a complex system to be more sustainable / societally beneficial.

Example: Farm to Market Alliance (FtMA)
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.

3 Standards

Creating collective legitimacy and knowledge

ΔP — *Developing and disseminating norms, standards and policies to raise standards / create a level playing field across a whole sector*

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: Accord on Fire and Building Safety in Bangladesh
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.

4 Innovation

Combining diverse resources, thinking, approaches

ΔP — *Innovation, creating new, more effective approaches, technologies, services and/or products with the greater impact they can deliver*

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
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, and delivery mechanisms, adapted to the ailments and local conditions of children in the poorest countries.

5 Holism

Convening holistic range of actors across traditional silos

ΔP *More workable, context-appropriate, cross-cutting and implementable approaches*

Drawing on the different perspectives, knowledge, experience of partners should result in better-designed, more context-appropriate solutions. Bringing in wider stakeholders (including 'beneficiaries') as partners should help build buy-in and ownership to the approach. Bringing together organisations with different mandates can cut across inter-connected SDGs to deliver more holistic and sustainable solutions.

Example: Marine protected areas
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.

7 Shared risk

Collectively sharing risk of major investments / implementation

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.*

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 finance
Blended financing in which development finance and philanthropic funds are used strategically to mobilize private capital flows to emerging and frontier markets.

9 Scale

Combining delivery capacity across geographies

ΔP *Taking successful programmes and approaches to scale to deliver multiple impact*

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
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 any single organisation.

6 Shared learning

Creating a mechanism for collective learning and capability-building

ΔP *Raising the level of knowledge, expertise and capacity widely*

Exchange of knowledge and experience allows partners to learn from each other, as well as collectively develop good/best practice to disseminate widely.

Example: Partnership for Maternal, Newborn and Child Health (PMNCH)
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.

8 Synergy

Aligning programmes / resources and cooperating to exploit synergies

ΔP *Increasing the scale of impact from the input resources available (or achieving the desired outputs with lower input)*

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
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 has developed a common ICT platform to co-ordinate the use of social accountability tools and combine citizen-generated data to provide essential inputs to SDG monitoring.

10 Critical mass

Collectively providing sufficient weight of action

ΔP *Combining / aligning / coordinating resources to create the critical mass needed to deliver otherwise impossible outcomes / impact*

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: NCD Alliance
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.

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).

1.MISSION VALUE		2.ORGANISATIONAL VALUE	
A	«««« B	A	B
Direct achievement of strategic objectives Organisational strategic mission being directly delivered by the partnership.	**Contribution along pathway towards strategic objectives** System transformation; adoption of standards / behaviours; increased capacity / knowledge etc.	**Leveraging resources** Funding to the organisation, cost savings, in-kind contributions etc.	**Intangible/indirect gains that improve capability for future delivery** Increased reputation, social or political capital; knowledge and capacity-built etc.

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 organisations 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 organisations 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 organisation'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

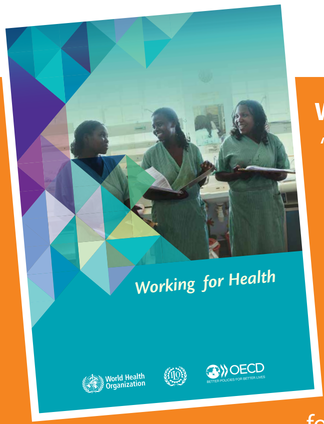
The partnership brings together complementary resources and knowledge to achieve its longer-term strategy: combining the global knowledge and resources of IHC global, who act as a resource organisation and bring the tools and conceptual framework to carry out the assessment, and the local knowledge and 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 organisations' 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 Organisation (ILO), the World Health Organisation (WHO) and the Organisation 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 organisations, 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.

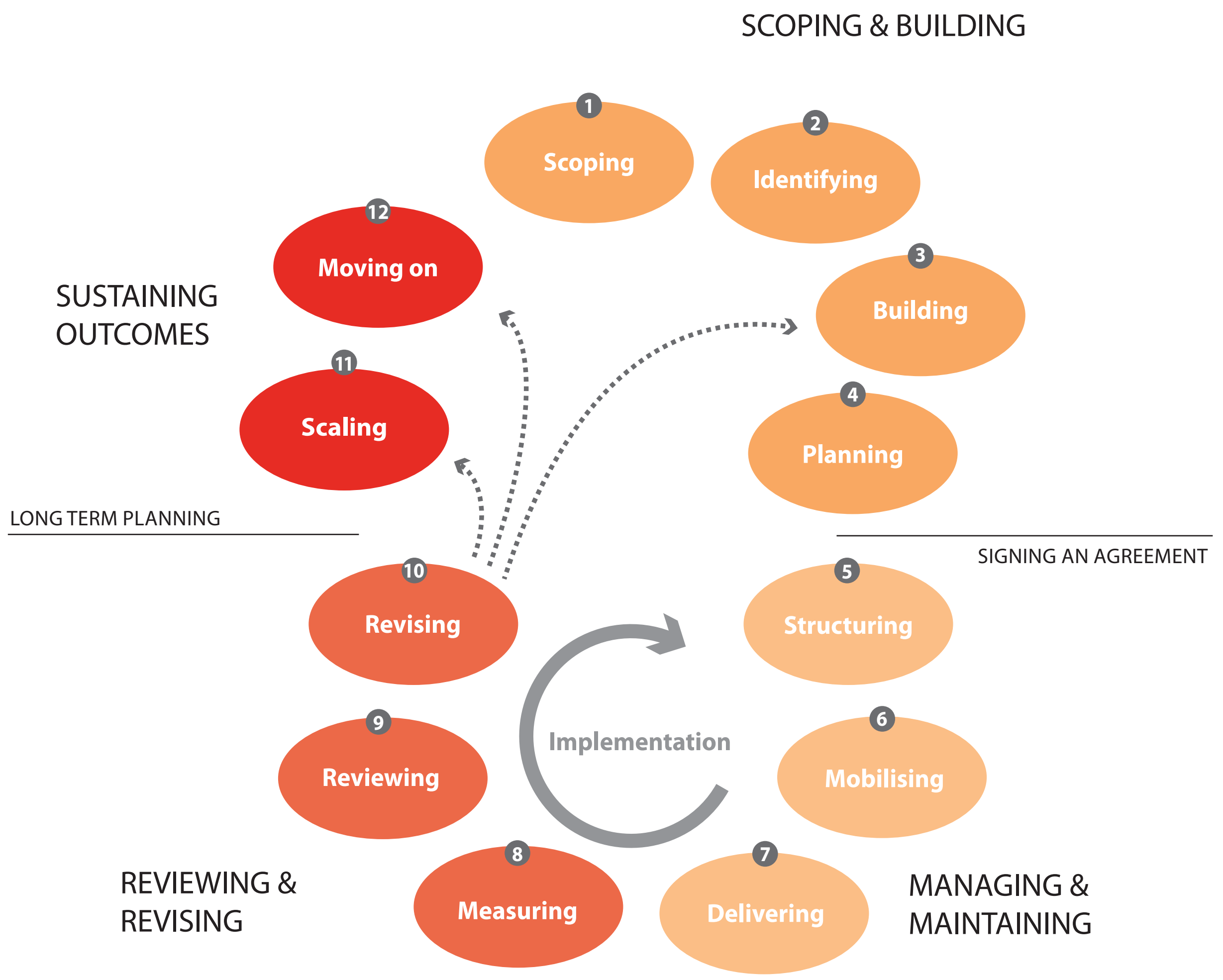
Articulating and managing expectations is also important because, ultimately, there is no one model of partnership. There is certainly recognised good practice in every stage of the partnering process but, in the real world, every partnership is unique, and there needs to be a high degree of both awareness 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.



Maximising 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.

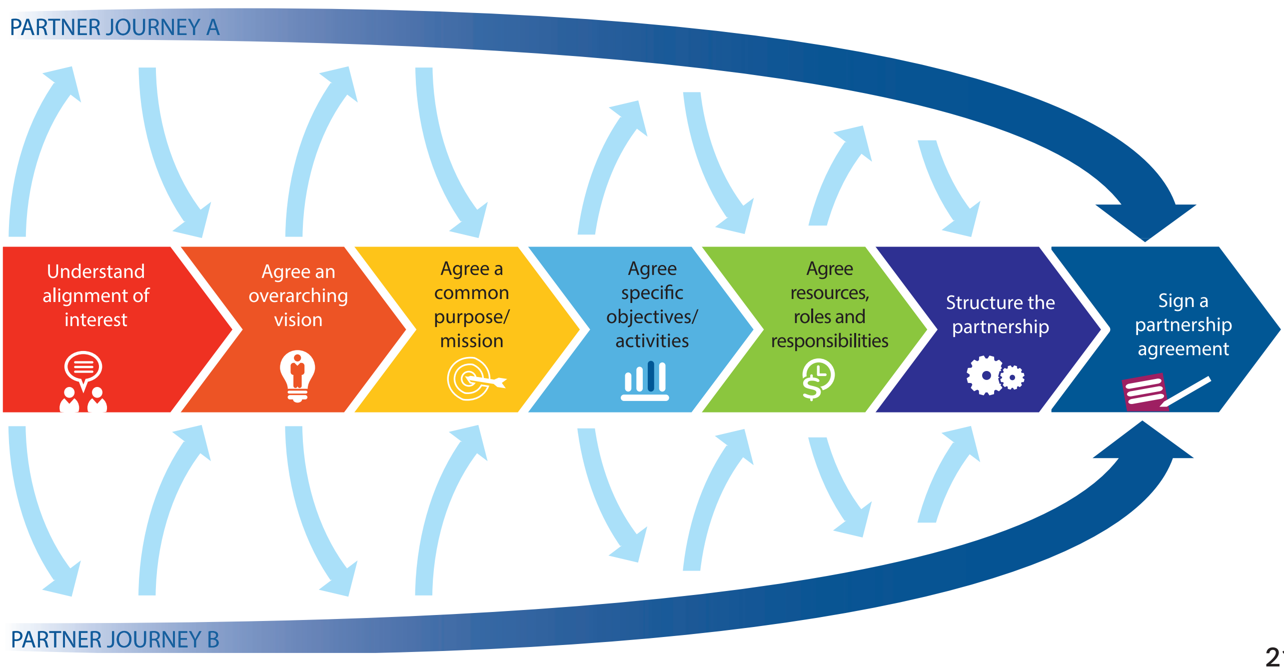
Each of these journeys should focus on maximising value – for the partnership as a whole, and for all the partners. The tools below support that maximisation of value.

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.

The journey continues with the partners together developing and negotiating the partnership.

Partnership negotiation is not a classical, zero-sum negotiation in which you are trying to get the most for your organisation (sometimes described as adversarial negotation: attempting to secure the biggest slice of pie). Instead it is a far more co-creative process, indentifying both how working together can deliver significant additional value towards collective objectives, and how it can deliver the greatest value for your organisation and the others involved. I.e. it is an exercise in how to collectively grow the pie to generate the greatest value for all. The form of negotiation required to do this is coined 'value-maximisation'.

The table below provides a brief explanation of the different forms of negotiation. Adversarial negotation should rarely, if ever, be used in partnering as it suggests that partners' interests are insufficiently aligned (i.e. you win at the other's expense).

Interest-based negotiation is useful in mediation and troubleshooting as a way to ensure that all partners' interests are met, but it tends to lead to minimal win-win solutions.

Value-maximisation negotiation is an approach to really deliver the maximum wins for all the partners, and the maximum impact of the partnership as a whole.

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 towards 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 eleven 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.

PARTNERSHIP VALUE CREATION
Part 1

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.

PARTNERSHIP VALUE CREATION
Part 1

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.

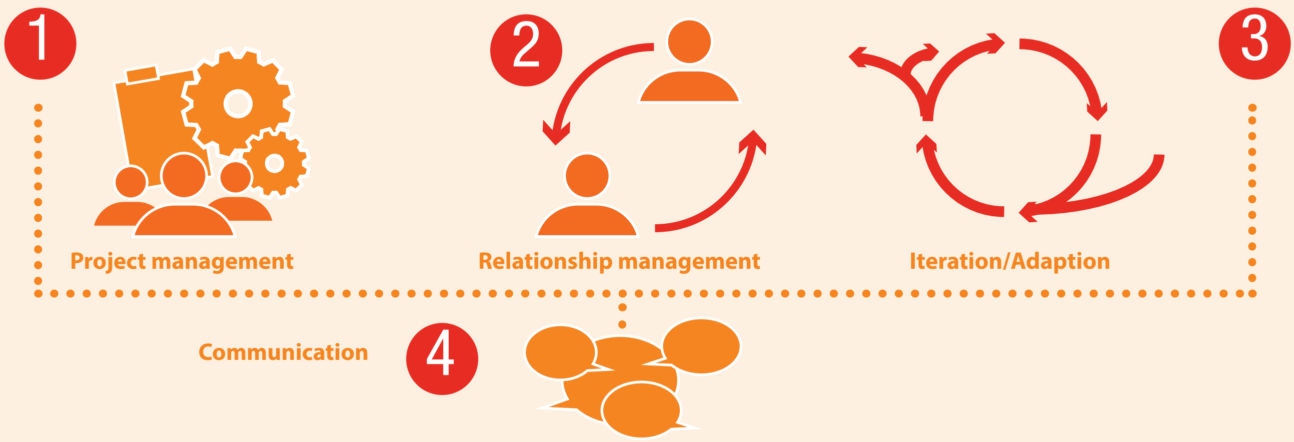
At this stage a partnership agreement can be made. The agreement should capture the ambitions both of the partnership and of the individual partners in terms of the value they wish to gain.

INDIVIDUAL PARTNER VALUE
Part 1

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
- 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
- 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
- Referring to the specific indicators you included in part 1, make a note of your progress against each indicator
- 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
- Review your value creation indicators, and where these need to be adapted or updated, include new versions
- Consider which actions now need to be in place to achieve the expected outputs and meet current indicators

Part 3 – Final Review

- Referring to the specific indicators you included in parts 1 and 2, evaluate the partnership's achievements against each indicator
- Make a note of key learning points and challenges related to each of the expected outcomes / value predictions
- Consider what 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 that looks specifically at the value of a partnership to an individual partner organisation. It is designed to support an organisation's thinking and decision-making 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 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 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. 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', the 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 both the issue that the partnership aims 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 to 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. This also ensures that lessons learned and challenges are captured, so that the value achieved by this partnership can contribute to future collaborations, or to wider collective learning and innovation.

Part 1 – Predictive value assessment

Section 1:

- Clearly articulate the issue that the partnership is intended to resolve, and provide an overview of 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 that 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 11 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
- 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, 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, noting the expected partnership results, and what needs to be in place for these, as well as providing indicators

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, identify what progress has been made against each of the indicators
  - 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

Part 3 – Final Review

- Referring to the specific indicators you included in parts 1 and 2, evaluate the partnership's achievements against each indicator
- 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 1: PRE-ASSESSMENT
Collaborative Advantage expected to be generated by the partnership	**What exactly does this look like in the partnership? What is the ΔP?**	**Level of importance of this value type**	**Measuring success: indicators and targets**	**What needs to be in place?**
Please include in a separate line each of the relevant value types	*Please describe in detail what the specific extra value generated by this partnership will be: include specific expected outputs / outcomes*	*Please indicate level of importance of this value type (0-4)*	*Please indicate how you will measure success: your partnership's indicators and targets for this value element*	*Please detail what needs to be in place in order to achieve this added value: note concrete actions and activities that the partnership can commit to*

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** *What this value looks like*	**REVISED indicators**	**REVISED actions** *What needs to be in place*
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)*

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 notes any actions taken to disseminate learning and knowledge from the partnership**	**Please note any recommendations for either partner, or for future partnerships**
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*	*Please notes any actions taken to disseminate learning and knowledge from the partnership*	*Please note any recommendations for either partner, or for future partnerships*

TOOL 2 Individual partner value

Value to an individual partner	Part 1: PREDICTIVE VALUE ASSESSMENT
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	

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					

C. Costs to engage with the partnership (add categories and sub-categories as required)

Categories of organisational gain	**Provide detailed explanation of costs for your organisation from this partnership**	**The organisational costs ($ where possible)**	**How can the organisation reduce costs?**
Direct costs			
1. Staff time			
2. Financial costs			
3. Direct resources			
4. Other implementation costs			
Transaction costs			
1. Governance			
2. Other			
Reputational / social capital costs			
1.			
Opportunity costs			
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 organisation 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			

Value to an individual partner				PART 2: MIDPOINT REVIEW		
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**
Please note what progress has been made against each indicator	*Where relevant please explain how activities or progress diverged from expectations*	*Referring to the value types in tab 4, please note explain how partnership has created value*	*Please make a note of any key challenges and learnings from the project and future recommendations for how to maximise value in each area.*
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 organisations 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 initiative[4] 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 organisation 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 organisations 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) *Designing Comprehensive Partnering Agreements: An Introduction to the Partnering Agreement Scorecard* The Partnerships Resource Centre and The Partnering Initiative

The Partnership Culture Navigator: Organisational cultures and cross-sector partnerships. Stuart Reid, The Partnering Initiative, Oxford, 2015

Better Together: Unleashing the Power of the Private Sector to Tackle Non-Communicable Diseases; Dave Prescott and Darian Stibbe, The Partnering Initiative (Oxford), UICC (Geneva) and Bupa (London), 2017

Delivering on the Promise: In-country multi-stakeholder platforms to catalyse collaboration and partnerships for Agenda 2030 Fry Hester, K., Stibbe, D.T. and Wisheart, M., The Partnering Initiative & World Vision, 2016.

Zambia Partnering Toolbook: An essential guide to win-win collaboration for sustainable development, Dave Prescott, Katie Fry Hester, Darian Stibbe, The Partnering Initiative 2015

Platforms for Partnership: Emerging Good Practice to Drive Partnerships for the SDGs, Stuart Reid, Darian Stibbe, Katie Fry Hester and John Paul Hayes, The Partnering Initiative, 2014

Unleashing the power of business: A practical Roadmap to systematically scale up the engagement of business as a partner in development, Darian Stibbe and Dave Prescott, The Partnering Initiative and DFID, 2014

A New Global Partnership with Business: Building a post-2015 development framework to achieve sustainable prosperity in Africa, Business Action for Africa, Harvard Kennedy School, The Partnering Initiative, 2013