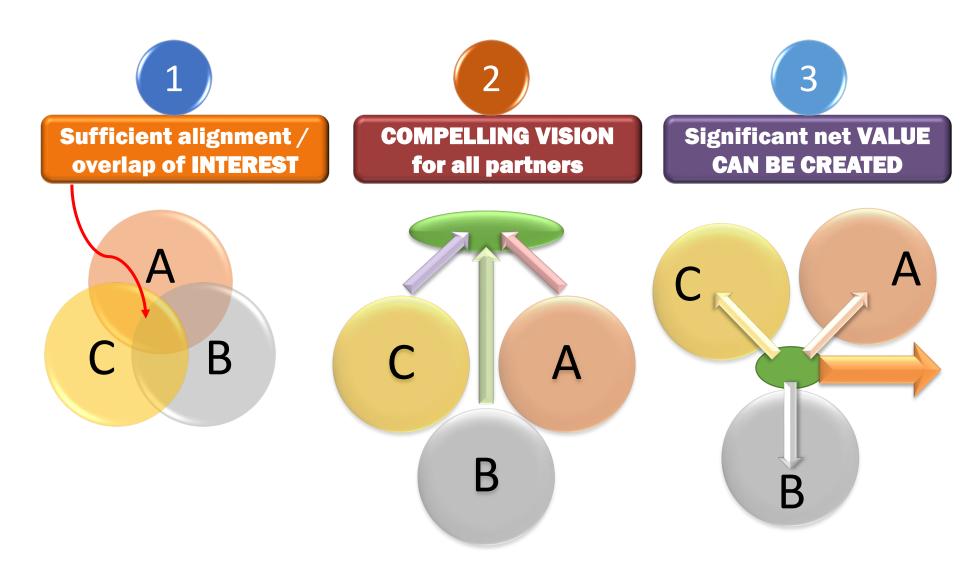


Framework for partnership value creation

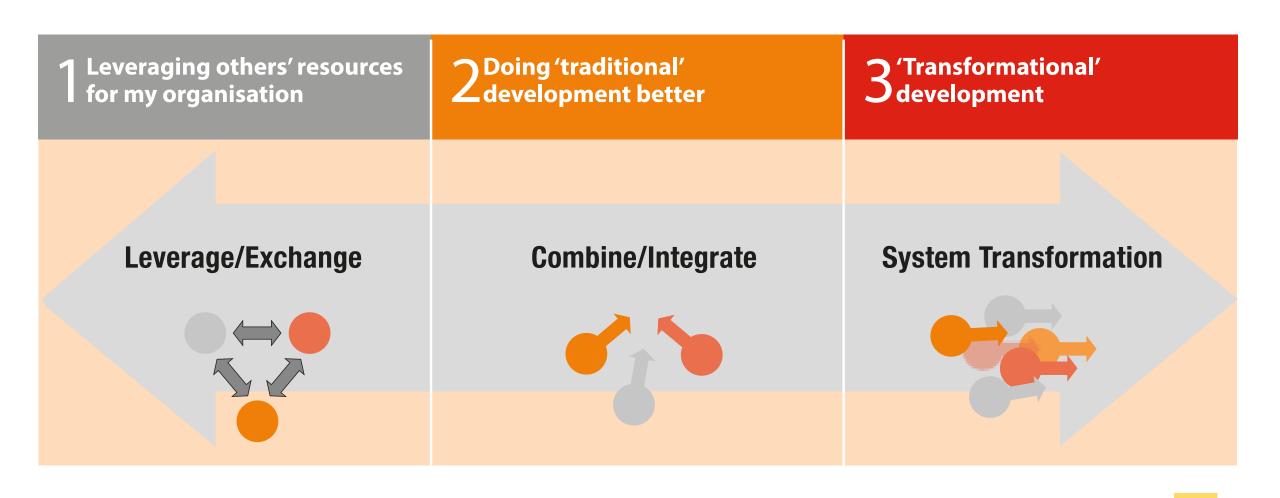
Align and combine...



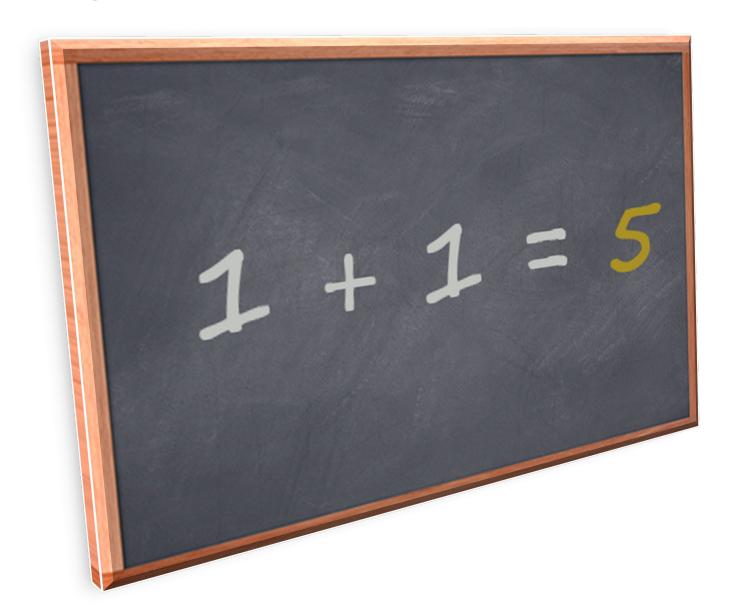
Collaboration can happen wherever...



Framework for 'partnership'



Partnering value add



What we need to do to maximise value creation

1

Design partnerships to maximise value

2

Monitor and iterate to ensure maximum value creation

3

Evaluate the added-value impact of partnership

Value creation

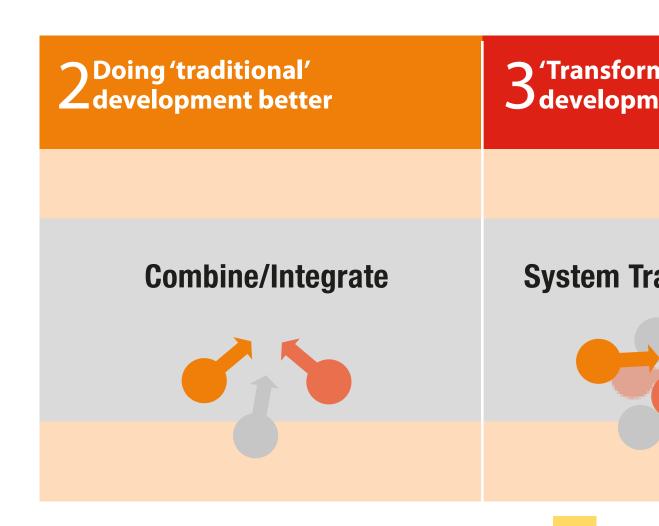




2. Combine / Integrate partnerships

Collaborative advantage

Partnership difference (ΔP)



Definitions - identifying the 'added value'



Collaborative Advantage

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 additional impact a partnership delivers compared with single actor approaches, as a result of the Collaborative Advantage.

Why we come together

What extra impact will we deliver together

- Complementarity: Bringing together essential complementary resources Impact delivered by a complete, workable solution impossible without the full set of key resources
- Innovation: Combining diverse resources, thinking, approaches
 Creating new, more effective approaches, technologies, services and/or products with the greater impact they will deliver.

Standards: Creating collective legitimacy and knowledge

Developing and disseminating norms, standards and policies to raise standards / create a level playing field across a whole sector, enabling ongoing impact.

Holism: Convening holistic range of actors across traditional silos

More workable, context-appropriate, crosscutting and implementable approaches increasing the quality and breadth of impact.

Shared risk: Collectively sharing risk of major investments / implementation
Companies, banks, donors are willing and able to make large investments or loans jointly, or NGOs willing to co-deliver major scale programmes, otherwise too risky.

Synergy: Aligning programmes / resources and cooperating to exploit synergies

Increasing the degree of impact from the input resources available (or achieving the desired outputs with lower input).

- Scale: Combining delivery capacity across geographies Taking successful programmes, products and approaches to scale to multiply the impact.
- Critical mass: Collectively providing sufficient weight of action
 Combining / aligning / coordinating resources to create the critical mass needed to deliver otherwise impossible outcomes / impact.

Tools to maximise and measure partnership value creation



Partnership value creatio	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 ΔΡ?	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

Starting point: Design to maximise value

Partnership value creatio	Part 1: PRE-ASSESSMEN			
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 concret actions and activities that the partnership can commit to

2. Tracking

Partnership value cre	eation assessment			Part 2: MID-POINT REV	/IEW
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)

3. End evaluation



Ma

Partnership value creation	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

Organisational benefits

1. ACHIEVEMENT OF STRATEGIC MISSION

Direct achievement of strategic objectives

For an NGO this could include delivery of specific programmatic or advocacy objectives, with direct or indirect impact on intended beneficiaries. For a company it might be gaining commercial value through new business opportunities, or to ensure the sustainability of a supply chain.

Contribution along theory of change towards ultimate objectives

A partnership may contribute only indirectly towards an organisation's mission. 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.

2. ORGANISATIONAL GAINS

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.

Intangible/indirect gains that improve capability for future delivery

Social or political capital;

Networking and connections;

Increased legitimacy;

Reputational benefits;

Market advantage;

Influence and positioning;

Knowledge and capacity building;

Innovation in thinking; and

Employee morale and retention