

ENHANCING PARTNERSHIP VALUE

A TOOL FOR ASSESSING
SUSTAINABILITY AND IMPACT



UNITED NATIONS OFFICE
FOR PARTNERSHIPS



The United Nations Global Compact

Launched in 2000, the UN Global Compact is the largest corporate citizenship initiative in the world. As of September 2007 more than 3,500 companies from 100 countries, as well as over 700 hundred civil society, international labor organizations and academic institutions are engaged in the initiative. All are working to promote responsible corporate citizenship, ensuring that business is part of the solution to the challenges of globalization. In this way, the private sector – in partnership with other social actors – can help realize a more sustainable and inclusive global economy.

Editor's note

Neither the United Nations nor the Global Compact Office researched or verified any of the company examples contained in this document and as such cannot make any representations concerning the accuracy of any of the information contained herein. The inclusion of examples of company experiences is solely to facilitate learning and does not constitute an endorsement by the United Nations or the Global Compact Office of any of the individual companies described herein or of any of their policies or practices. The material in this publication may be quoted and used provided there is proper attribution.

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FOREWORD

TAKING PARTNERSHIPS TO THE NEXT LEVEL

Georg Kell, Executive Director, UN Global Compact Office



In recent years, the relationship between the UN and the private sector – often strained by mutual suspicion and seemingly irreconcilable goals – has undergone a fundamental and historic transformation. We have discovered much common ground, recognizing that in an increasingly interdependent world, building partnerships and pooling complementary strengths is an important way of advancing UN goals while simultaneously driving business value.

As now more and more UN organizations enter into partnerships with business, important lessons are learned. Partnerships can significantly strengthen efforts to achieve our universal goals, but they often involve major investments in time and scarce resources. To ensure that future investments yield maximum benefit, it is necessary to identify and measure the degree to which partnerships deliver results and achieve positive impact. As it seems, many UN organizations have been advancing the partnership agenda without paying sufficient attention to assessing sustainability and impact. Now the time has come to professionalize the agenda and elevate partnerships to the next level of performance.

In this spirit, four UN entities – the UN Development Programme, the UN Office for Partnerships, the UN Institute for Training and Research and the UN Global Compact – have joined forces to develop a framework that will enable the UN System and corporate partners to better capitalize on the opportunities of partnering, thereby enhancing the value of our joint efforts. A significant number of companies, UN Organizations and other stakeholders have also devoted their time, knowledge and resources to this important project and provided invaluable input.

The result of these efforts, the Partnership Assessment Tool (PAT), is an innovative and easy-to-use interactive application made available on CD-ROM. It enables both the UN and its corporate partners to assess the sustainability and development impact of partnerships. As the test results presented in this booklet show, this tool will help us unlock much of the unrealized potential of partnerships by facilitating a more systematic approach to sustainability.

The fact that so many organizations and companies have contributed to this process speaks both to the timeliness of this tool and to the demand that exists. My hope is that both the UN and other partners will widely apply the Partnership Assessment Tool and thereby ensure that partnerships become more impactful and deliver the maximum benefit.

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LEARNING TO WORK TOGETHER

Carlos Lopes, UN Assistant Secretary General,
UNITAR Executive Director

In response to capacity building needs, the United Nations Institute for Training and Research (UNITAR) has systematically linked its training and capacity-strengthening activities with the substantive expertise and experience of other institutions both inside and outside the UN System. UNITAR's involvement in the Global Compact reflects the importance we attribute to knowledge sharing and ensure that our partnerships are both relevant and in line with global priorities.



The embracing of the Millennium Development Goals by the like-minded actors in the corporate world has boosted the possibilities for our training and research activities to benefit from the vast experience they accumulate. In today's world it is important to acknowledge that development will only happen when all actors are engaged. We cannot transform societies by working only with the public sector. Each actor has a role and it is important for us to identify the best contribution of each one. The MDGs offer a unique opportunity for rallying the energy of all in partnership around objectives rather than policies.

But how can we enhance the value of those partnerships? Identifying and disseminating best practices in UN-business partnerships and understanding the decisive factors of success are an important step on the way ahead. After the UN and the business community have successfully proved that they can partner for mutual benefit, the partnership era is now approaching its second chapter: Opened by the possibility of estimating partnership's impact for development ex-ante. Thanks to the leadership of four UN agencies, we were able to develop such a tool, the Partnership Assessment Tool. This instrument will make a valuable contribution towards accomplishing the ambitious development goals of the international community. It will avoid the launch of partnerships which will not significantly contribute to the MDG's.

I am confident that both UN agencies and programmes, as well as the business sector will find the tool an important mean to become better acquainted with their partners motives, strategies and objectives, which will ultimately enhance the value of partnerships for development.

UNITAR strongly encourages the UN system and corporate partners to make use of this important tool.

“After the UN and the business community have successfully proved that they can partner for mutual benefit, the partnership era is now approaching its second chapter: Opened by the possibility of estimating partnership's impact on development ex-ante.”

THE PARTNERSHIP ASSESSMENT TOOL

Amir A. Dossal, Executive Director, UN Office for Partnerships



The United Nations Office for Partnerships, which serves as a gateway for companies and foundations to support United Nations causes, is very pleased to have worked along with Global Compact to develop this tool.

Partnerships are key to the achievement of the Millennium Development Goals. This tool aims to improve the quality of partnerships between the private sector and UN agencies.

Many foundations and corporations already carry out work that is closely related to that of many UN entities. With such a vast number of foundations in existence, philanthropic partners can be found in virtually every area of work. Corporate responsibility is also becoming increasingly international in focus, providing an opportunity for development actors to benefit from corporations' resources and skills. The challenge in both these areas remains in identifying the partnerships that will prove most effective in achieving the goals of the United Nations given limited resources.

It is our hope that this tool will help the United Nations maximize the potential of its work by identifying the best options and opportunities for partnerships. It will serve to conserve the time and resources spent on a partnership so that the output and rewards are as great as possible for all parties involved. The tool which has been developed based on the experience and expertise of a number of UN entities, can be used by any organization in its partnership building efforts. More importantly it provides an important platform for lessons learnt and best practices.

“It is our hope that this tool will help the United Nations maximize the potential of its work by identifying the best options and opportunities for partnerships.”

THE BOSTON CONSULTING GROUP

We at The Boston Consulting Group have been delighted to be able to support the UN's efforts to create the new Partnership Assessment Tool (PAT). In developing the tool, our team has worked with over 10 UN organizations and their private sector counterparts who are engaged in advancing the Millennium Development Goals through innovative partnerships.

One of the main findings from our interviews and focus groups is that UN practitioners and their business partners are equally eager to drive at improvement in partnership outcomes. We encountered an impressive and diverse array of partnerships directed at advancing human development. We also found a significant appetite for new resources and systems to enable more effective and sustainable partnerships in the future. Specifically, partners – both within the UN and in business – see an opportunity to use more structured and consistent approaches to increase transparency, alignment, sustainability, and ultimately, the impact of their partnerships.

Partnerships are an inherently challenging way of getting things done – by definition they require at least two actors, presumably with different interests and strengths, to cooperate in order to identify ways to use the unique strengths of each to accomplish a goal that is compatible with the objectives of both organizations.

The PAT produces a straightforward assessment of partnerships that ensures better alignment with development objectives and with the distinct advantages of each partner. It supports increasing the sustainability and significance of partnership impact. And it helps partners assess how prepared they are to execute their partnership effectively. In short, by helping partners assess their partnerships before implementation, the PAT can significantly increase the likelihood of achieving partnership aims.

During the course of building the PAT, we have tested and re-tested the tool with the leaders of individual partnerships operating at UN Headquarters, and on the ground in South America, Africa, and Asia. The insight, experience, and dedication of those on the front lines of UN-private sector partnerships have been fundamental to the design of the PAT, and we gratefully acknowledge all of their contributions.

We have found that the PAT serves not only as a valuable tool for assessment of partnerships, but also as a jumping off point for important conversations between partners, conversations that themselves deepen and enrich the relationships upon which partnerships are built.

We trust that the PAT will raise the quality and improve the consistency of the UN's collaboration with the private sector. We look forward to continuing our partnership with you all in this exciting agenda.

Martin Reeves
Senior Vice President
The Boston Consulting Group

Adrian McKemey PhD.
Principal
The Boston Consulting Group

July, 2007



“Partners – both within the UN and in business – see an opportunity to use more structured and consistent approaches to increase transparency, alignment, sustainability, and ultimately, the impact of their partnerships.”

FORMAL UN SUPPORT

General-Assembly Resolution
A/60/214 “Towards Global
Partnerships” (2005) state:

“The challenge now is to learn
from these experiences and to
move from the current phase
of experimentation towards
a more systematic approach
to partnerships that includes
a greater focus on their
impact and sustainability.”

And:

“Currently, there is no system
in place that would allow
for a systematic impact
assessment of partnerships.
Impact assessment helps
to strengthen partnerships.
Greater efforts should be
made to collect tools and
best practices for partnership
impact assessment.”

INTRODUCING THE PARTNERSHIP ASSESSMENT TOOL (PAT)

In recent years, public-private partnerships for development have gained significant ground. Voluntary collaborative alliances between the private sector, the UN and other stakeholders have grown worldwide. The vision of cross-sector collaboration with win-win potential for both business and society remains strong.

But there is no guarantee that a partnership will be a success. UN organizations and their business partners recognize the potential to improve the impact and consistency of their collaboration. The time is ripe with opportunity to chart a better course.

The United Nations have showcased numerous examples of successful partnerships; however, the learning enabled from these examples is in retrospect. There has been less focus on looking at the best practices that can be followed during the development and implementation of the partnership.

Although measures are in place to ensure that partnerships “do no harm”, establishing the extent of the “good” resulting from these partnerships still remains a challenge. Currently there seem to be no tools available to assess such sustainable performance and the developmental impact of partnerships.

The objective for creating the Partnership Assessing Tool (PAT) was to develop a simple and operational tool that can measure the level of various elements of sustainability of partnerships for development. Essentially, the tool has been designed to assess the likelihood for partnership to produce significant impact.

Development of the Tool

The project has been coordinated by the United Nations Development Programme, the United Nations Office for Partnerships, the United Nations Institute for Training and Research and the Global Compact Office, with the support of the Boston Consulting Group office in New York. Numerous other UN agencies, corporate partners, and other stakeholders have been involved in the process.

The tool was developed through four phases:

1. Initial in-depth interviews with ten UN agencies (at headquarters and country level), and with eight large companies with strong partnership experience (AarhusKarlshamn, Coca-Cola, Ericsson, IKEA, Nexen, Shell, Unilever, and Veolia Environnement).
2. Three regional multistakeholder meetings in Amsterdam, New York and Bangkok to gather feedback on the first draft of the tool. Participants included Global Alumina, Microsoft, Philips, Shell, and the Dutch Government, among others.
3. A series of tests of the tool on actual partnerships in Africa, Asia, and Europe.
4. Revision and production of the final tool.

The tool is accessible from a CD-ROM which can be ordered from the partner agencies.

Benefits of the Tool

The partnership assessment tool is a way to foster consistently high-quality and effective collaborations between UN and companies. The PAT was designed to better identify and define in concrete ways the components that define the sustainability of partnership projects. By demonstrating the sustainability performance of partnership projects, the tool gives an indication of their potential developmental value, and thereby helps to guide decision-making and project planning.

The PAT contributes to:

1. Informed decision-making.
2. Enabling partners to better capitalize on opportunities to add value to partnership projects.
3. Systematically articulating and communicating the value of partnership projects.
4. Focusing on the long-term economic, environmental and social impacts of the partnership.
5. Aligning and clarifying objectives and responsibilities.
6. Creating and designing successful partnership projects with positive development effects.

The availability of a tool that can provide information about a project's future development prospects will enhance understanding of the expected performance of partnerships. Strengthening such efforts in a systematic and reliable manner is critical if partnerships are to achieve high positive impact.

Practicalities of the Tool

Upon introduction to a new tool a user is bound to have several questions about how it works. The section below and the following pages provide answers to common questions. For clarity at the outset, PAT is not a substitute for other assessments (e.g., environmental assessment, workplan checklist) a company might use to determine the impacts or management of a partnership. Also, PAT does not evaluate the performance of the partners.

Why use PAT?

The tool provides a process by which partners can assess the expected value of a prospective partnership and identify ways to improve future partnership activities. Specifically, the tool can be used to assess preparedness, to identify opportunities for early adjustment, and to position for successful project implementation.

When should partners use PAT?

Partners should use PAT after project planning is complete but before the project is launched. The tool can be used multiple times on the same project, for example, after improvements identified in an initial assessment have been implemented.

Who should use PAT?

Whether in person or over the phone, project managers from both partner organizations would ideally progress through the tool together. There are some questions one party might be better suited to answer. Working through the questions together solidifies the foundations for a successful partnership by ensuring openness. The exercise could also be the starting point for extended discussions.

How do partners use PAT?

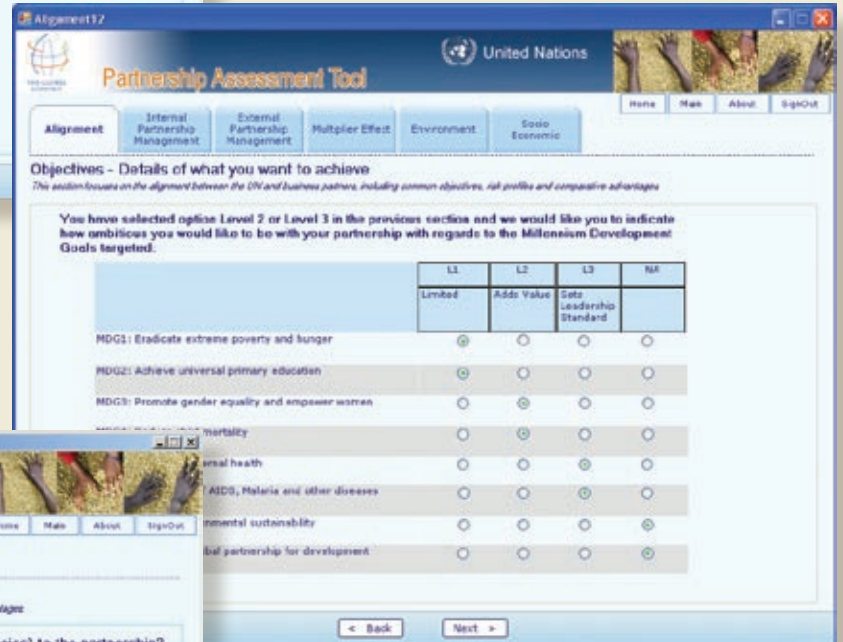
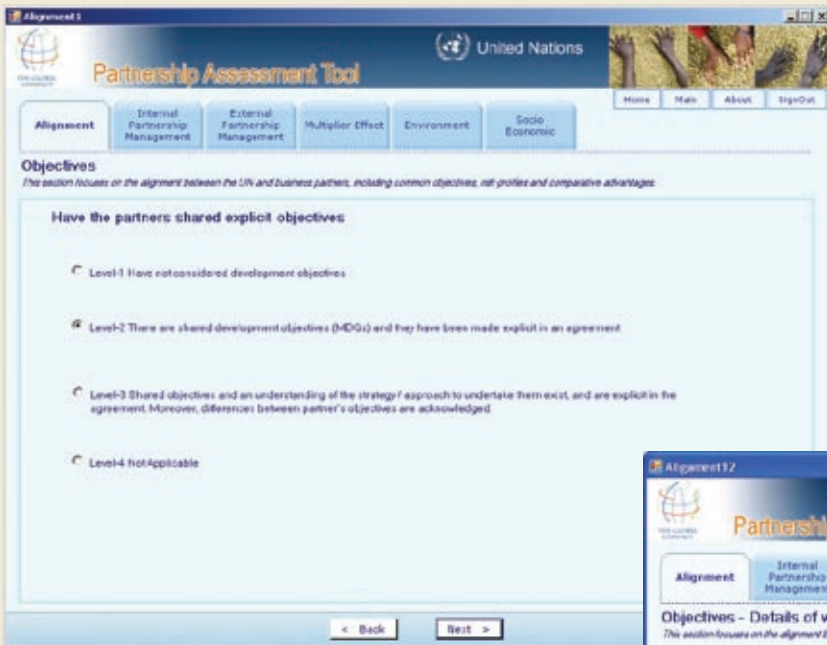
PAT is a simple automated assessment tool that leads users through a series of close-ended questions. Users can save their unfinished assessments for later completion. After users complete the questions, the tool generates a scorecard that highlights areas for improvement.

Where can I get a copy of PAT?

The PAT is accessible from a CD-ROM, which is distributed from the partner agencies. Alternatively, contact globalcompact@un.org for a copy.

The following pages provide insights into how PAT works, with images of how the actual computer screen appears as a user progresses through the tool. Following this practical presentation of the tool, the experiences and feedback from eight partners that have tested the tool are shared. They candidly indicate how PAT has benefited their partnerships and how it can be more broadly applied.

THE PARTNERSHIP ASSESSMENT TOOL (PAT)



Alignment 3

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Partnership Assessment Tool

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Alignment Internal Partnership Management External Partnership Management Multiplier Effect Environment Socio Economic

Risks
This section focuses on the alignment between the UN and business partners, including common objectives, not profiles and comparative advantages

Are the partners aware of potential reputational risks emerging from the partners' past or current activities, and of potential partnership's operational risks?

- Level-1 Background checks on potential reputational risks have not been done for the partner. Operational risks have not been considered
- Level-2 Business partner is a participant in the Global Compact. Background checks on potential reputational risks have taken place for each partner, suggesting no or low risk. Operational risks have been considered.
- Level-3 Business partner is an active participant in the Global Compact (participated beyond submitting the annual COP). Both partners are seen as leaders in best practices and have excellent reputation/track-record. Operational risks have been considered as well as potential risk mitigation plans.
- Level-4 Not Applicable

Is Business Partner an active participant in the Global Compact?
[Click on the link to check Global Compact web site](#)

Has Business Partner done any background check to assess whether the partner's current or

... indicate in which area

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InternalPartnership 1

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Governance and Responsibilities
This section focuses on the internal set up of the assumed to be explicit in the project documents

Are the responsibilities of the partners clear and explicit? Are governance mechanisms clear and explicit?

- Level-1 Responsibilities are not clear. Have not been discussed yet or incorporated in the project plan. Mechanisms for decision-making and issue resolution between the partners have not been considered
- Level-2 Responsibilities of each partner are clear, agreed and described with medium detail in project plan (or planned to be incorporated). Decision-making and issue resolution mechanisms have been discussed.
- Level-3 Responsibilities of each partner are clear, agreed and described with medium detail in project plan (or planned to be incorporated). Decision-making and issue resolution mechanisms are explicit in the project document. Each partner has an established internal mechanism to manage the partnership (e.g. designated focal points). Consideration has been given to whether engaging additional direct partners would improve the partnership (e.g. local government or NGOs).
- Level-4 Not Applicable

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InternalPartnership 2

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Planning Monitoring and Evaluation
This section focuses on the internal set up of the assumed to be explicit in the project documents

Have outputs and milestones been established for the partnership timeframe? Are there clear mechanisms for monitoring performance and tracking achievement of milestones?

- Level-1 Outputs and milestones are not defined. No consideration has been given to potential unintended negative externalities. No clear monitoring and evaluation processes have been discussed.
- Level-2 Outputs and milestones have been established and are incorporated in the project document. Consideration has been given to potential unintended negative externalities. Clear monitoring and evaluation processes have been defined.
- Level-3 Clear outputs and milestones have been defined for the timeframe of the partnership, which are measurable and attributable to the partnership. Clear beneficiaries have been identified. A needs assessment study has taken or will take place. Consideration has been given to potential unintended negative externalities and potential plans for mitigation have been discussed. Explicit participation monitoring and evaluation processes, including external audits are described in the project document.
- Level-4 Not Applicable

If you have selected option Level - 2 or Level - 3 above, please provide the milestones and the timeframes

Milestone Name	Expected Date of Completion (yyyy/mm/dd)
Get Government Sanction	2007/06/08

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InternalPartnership requires Resources

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Required Resources
This section focuses on the internal set up of the assumed to be explicit in the project documents

Have partners identified required resources (financial and other) to complete activities and ... This would also include consideration to the fact that often partnerships require a certain timeframe to reach maturity.

- Level-1 Required resources have been informally discussed but not specified in the plan (including budget).
- Level-2 Required resources have been agreed and described in the plan, including a detailed budget.
- Level-3 Required resources have been agreed and described in the plan, including a detailed budget. Potential need for extra-budgetary resources has been considered.
- Level-4 Not Applicable

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External Partnership Transparency

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Transparency
 This section focuses on the management of the partnership vis-a-vis external stakeholders

Indicates Unanswered Question

Are the partnership processes transparent and are there envisioned information sharing strategies?

Level-1 No information has been shared with stakeholders prior to the partnership execution.

Level-2 Stakeholder consultation and external communication/reporting strategies are planned.

Level-3 External communication/reporting strategies and further information sharing activities are explicit in the project document. Timely reporting of results and emerging issues to be addressed. Information planned to be disseminated in different local languages, etc.

Level-4 Not Applicable

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External Partnership Accountability

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Accountability
 This section focuses on the management of the partnership vis-a-vis external stakeholders

Indicates Unanswered Question

Is the partnership set up in a fashion to leverage and integrate its stakeholders?

Level-1 No consideration and plan for involving community and integrating local priorities.

Level-2 Plan is aligned with PRSPs, UNDAF, and other local priorities. Stakeholder consultations planned to take place throughout the partnership timeframe.

Level-3 Stakeholder consultations planned to take place throughout the partnership timeframe to ensure continuous incorporation of feedback into implementation as to integrate stakeholders in a participative decision-making fashion. Identification of stakeholders has taken place through stakeholder-mapping exercise.

Level-4 Not Applicable

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Self-Sustaining

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Self Sustaining Mechanisms
 This section focuses on the management of the partnership vis-a-vis external stakeholders

Are there mechanisms in place to ensure that activities and benefits from the partnership are integrated by the beneficiaries during and after the partnership?

Level-1 No clear exit strategy has been discussed.

Level-2 The partnership timeframe is long enough to ensure maturity of project at time of dis-engagement and exit strategies have been considered.

Level-3 The partnership timeframe is long enough to ensure maturity of project at time of dis-engagement. Consideration for adequate self-sustaining mechanisms at the time of dis-engagement by the partners (exit strategy of sponsors) is explicit in the project document.

Level-4 Not Applicable

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Strengthening Link

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Strengthening Linkages
 This section focuses on the management of the partnership vis-a-vis external stakeholders

To what extent will the project lead to the creation/strengthening of relationships between the private sector, civil society and government?

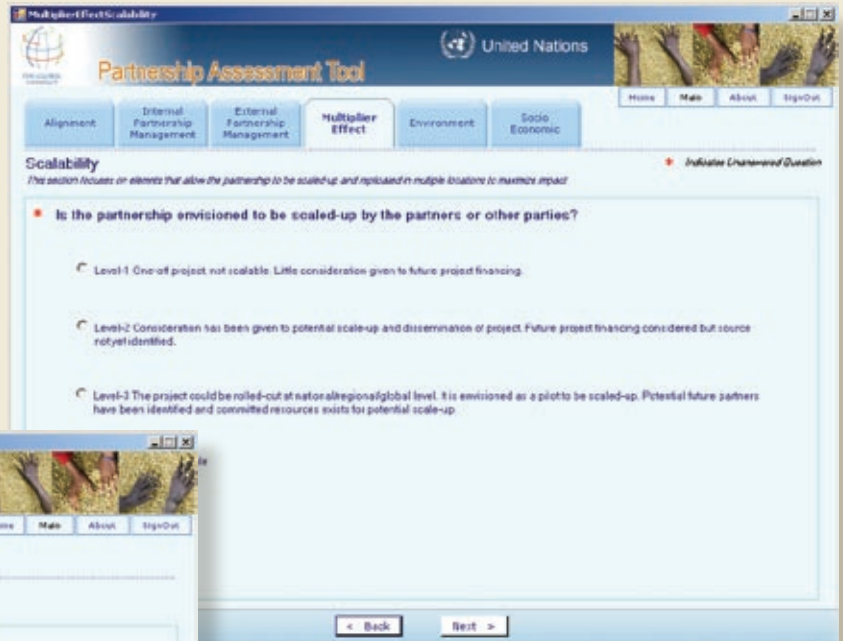
Level-1 No consideration or disruption of good relationships.

Level-2 Consideration of impact on linkages and if potential disruptions a plan for mitigation has been discussed.

Level-3 Purpose envisioned to strengthen relationships with aim to establish strong links to ensure continuity after partnership timeframe is finished.

Level-4 Not Applicable

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Environment

Energy
 This section focuses on potential environmental impacts and benefits generated by the partnership activities

To what extent do the activities entailed by the partnership make optimal use of energy (efficient, clean) to limit contribution to climate change?

- Level-1 Does not meet the Global Compact Principles on environment. Environmental impact has not been considered.
- Level-2 Meets the Global Compact Principles on environment. Consideration has been given to opportunities to use clean/renewable energy in an efficient way, or other approaches to reduce contributions to climate change.
- Level-3 Purposely designed to generate environmental benefits including the use of green technology, renewable energy, energy-efficient operations, displacement of 'dirty' fuels, etc.
- Level-4 Not Applicable

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Socio Economic

Local Jobs
 This section focuses on potential socio-economic impacts and benefits generated by the partnership activities

Can the project's needs for employees be met by the local market?

- Level-1 The use of local sources (employees) has not been duly considered.
- Level-2 Project anticipated to generate local jobs and comply with local laws and regulations and international conventions on health/safety and labor practices.
- Level-3 Job-specific training is provided (capacity building, technology transfer), many local jobs are generated (skilled, unskilled) with increase in wages and benefits.

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Socio Economic

Local Business
 This section focuses on potential socio-economic impacts and benefits generated by the partnership activities

Can the project's needs for goods and services be met by the local market (local suppliers, distributors, etc)?

- Level-1 The use of local sources/suppliers has not been duly considered.
- Level-2 Whenever possible the use of local suppliers is considered.
- Level-3 Project is purposely designed to maximize the use of local goods and services. Significant use of local suppliers and if not available, investment in developing local suppliers (capacity building, technology transfer). Development of local demand/supply for partnership products and services (and complementary goods) leading to wider access and lower prices and better quality.
- Level-4 Not Applicable

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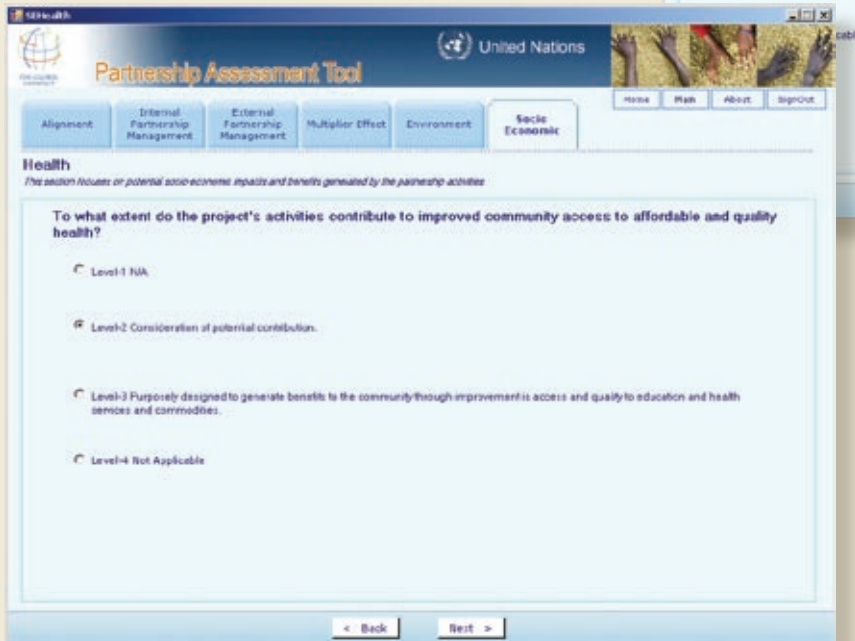
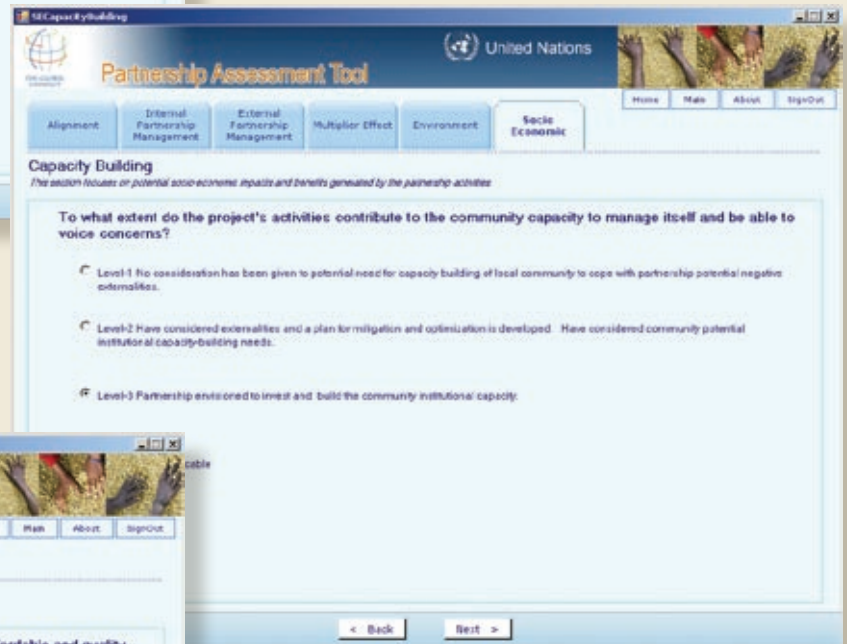
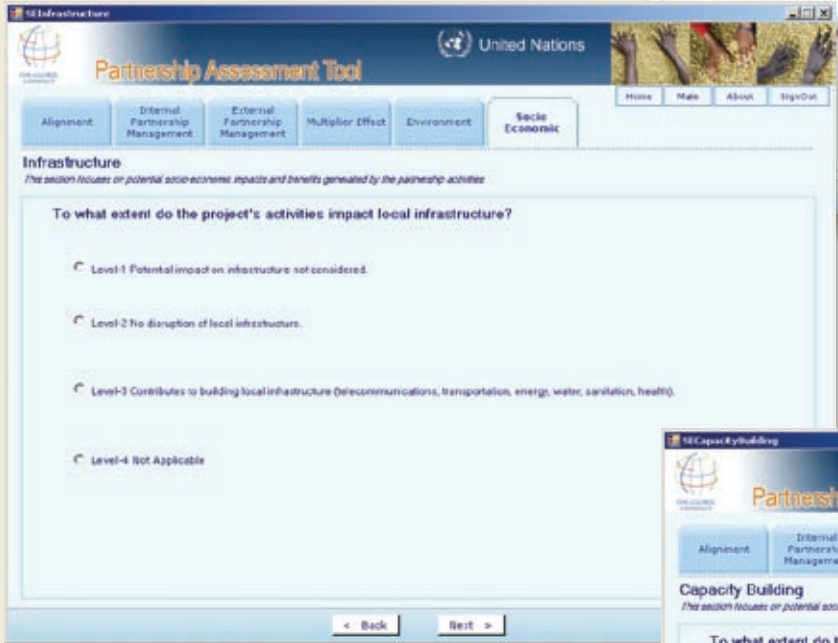
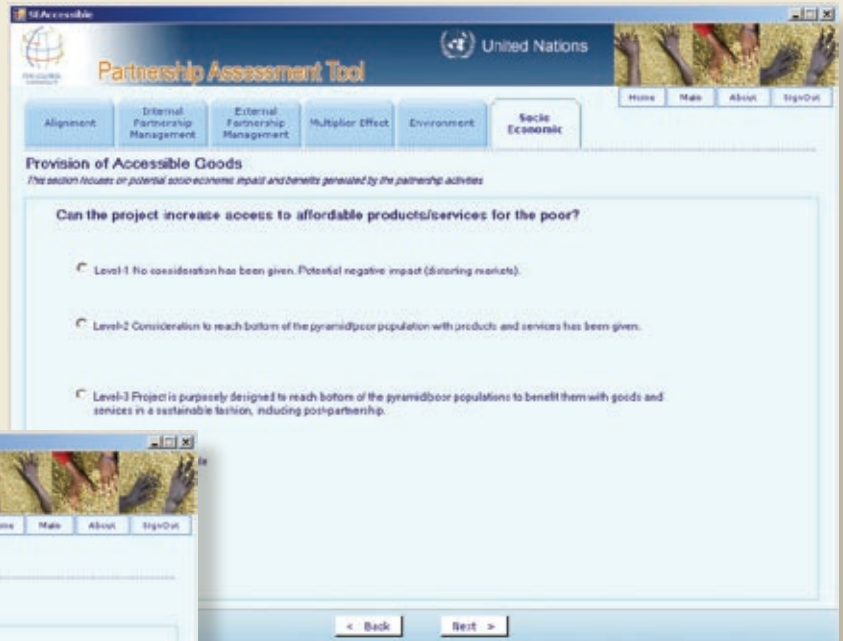
Socio Economic

Local Productivity
 This section focuses on potential socio-economic impacts and benefits generated by the partnership activities

To what extent do the project's activities impact the productivity of the local population/businesses?

- Level-1 No consideration has been given. Potential disruption of local population livelihoods.
- Level-2 Consideration of impact on productivity had been given. If potential disruption, mitigation plans have been discussed. Potential technology/knowledge transfer has been considered.
- Level-3 Project is purposely designed to generate local productivity improvements including technology/knowledge transfer to local population and businesses (e.g. introduction of new technology, rural practices, agricultural techniques, etc). Partnership envisioned providing training and education to community, helping increase levels of employability.
- Level-4 Not Applicable

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Culture

The section focuses on potential socio-economic impacts and benefits generated by the partnership activities

To what extent do the project's activities contribute promote or disrupts community's cultural heritage?

Level-1 No consideration for potential disruption.

Level-2 Consideration for potential disruption and if so plan for mitigation has been discussed.

Level-3 Purposely envisioned to protect and promote cultural heritage. Consultation with community envisioned to develop protective measures for sacred sites, archeological sites, etc.

Level-4 Not Applicable

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Vulnerable Groups

The section focuses on potential socio-economic impacts and benefits generated by the partnership activities

To what extent will the project increase equity for vulnerable groups by providing access to resources and capacity building?

Level-1 Impact on vulnerable groups is not considered, potentially discriminates against them.

Level-2 Consideration for identifying vulnerable groups takes place. Does not discriminate against vulnerable groups and does not have a disproportionately negative impact on disadvantaged groups. Project complies with local laws and regulations and international conventions.

Level-3 Empowers/provides capacity building to vulnerable groups. Prioitargets them and is anticipated to generate improvements in equity. Purposely engages in capacity-building for traditionally vulnerable groups and is anticipated to generate improvements in knowledge, ability and resources.

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United Nations
Partnership Assessment Tool

Summary Assessment

Project Name: **TestProject** Expected start date: **Mar 2006**
 UN Partner: **UNDP** Expected end date: **Mar 2007**
 Partnership Manager: **UNDP** Country/Region: **India**
 Business Partner: **De Beers** Submitted by: **UNPartner**

You are now being rated according to the levels you have chosen.

- ▲ A red triangle means that something is definitely not looking good, and you shouldn't go ahead with the partnership.
- A green circle means that it is all right to proceed – but that some value from the partnership may be far from reaching its potential.
- ★ A yellow star means that what you intend to do is notable and that it might be best practice – a true star quality!
- Not Applicable

Area	Score
Alignment	★
Objectives	★
Value Add	●
Risks	★
Internal Partnership Management	★
Governance and Responsibilities	★
Planning Monitoring and Evaluation	★
Required Resources	★
External Partnership Management	★
Transparency	★
Accountability and Stakeholder	★
Self Sustaining Mechanism	★
Strengthening Linkages	★
Multiplier Effect	●
Scalability	★
Replicability	★
Environment	★
Biodiversity	★
Efficient and responsible Use of Natural Resources	●
Energy	★
Socio Economic	★
Sustainable Livelihoods	★
Local Jobs	★
Local Business	★
Local productivity	●
Provision of Accessible	★
Community Development	★
Infrastructure	★
Capacity Building	●
Health and Education	★
Culture Heritage	★
Vulnerable Groups	●

Overall: Your partnership seems to be sustainable and will most likely have a high development value. There is a good chance it could be an 'inspiration' for others - Well done!

Date:

Corporate partner:
Ericsson LM

UN Partner:
United Nations Office
for the Coordination
of Humanitarian
Affairs (UN OCHA)

“By using the tool
during the partnership
development, both parties
get a better understanding
for each other’s
priorities and values”



THE PARTNERSHIP

UN OCHA and Ericsson share the intent to improve the UN’s capacity to coordinate humanitarian emergency response and to assist civil society in emergency response to humanitarian situations. Ericsson wishes to provide operational support to OCHA and the humanitarian community in emergencies. Consequently, Ericsson has established an emergency operation initiative to support humanitarian relief operations with communications services normally offered to its customers.



The value of using the tool

The tool will initially help Ericsson make sure the partnership benefits both parties. It may also help to identify key areas to prioritize and areas to improve. By using the tool during partnership development both parties get a better understanding for each other’s priorities and values.

Most significant/challenging aspects

Because partnerships bring together organizations that might have different objectives it is important to achieve alignment on objectives, to reach a common understanding of what OCHA and Ericsson want to achieve with the partnership. To make it an active operational partnership, attention to partnership management from internal and external perspectives is essential.

What will it take to make it widely used?

The tool focuses on reaching the Millennium Development Goals (MDGs). The OCHA-Ericsson partnership addresses disaster response and preparedness, which does not fit precisely with the MDGs. The tool could be more flexible to fit other partnership areas where there is mutual value of working together.





THE PARTNERSHIP

In the 2003-2004 period, the UN Country Office in Turkey sought to establish a private sector project office in Istanbul in order to have a credible presence with the private sector, which is predominantly Istanbul-based. Another objective was to raise the awareness of the private sector role, including through such instruments as the Global Compact. In 2005, UNDP Turkey developed its first private sector partnership project with Coca-Cola Turkey. The project empowers local youth communities by providing them with tools, training and resources to design and implement solutions for local development challenges.

The value of using the tool

The tool provides concrete guidance on how to formulate a project. It highlights a set of important partnership factors that should be seriously considered. It is enlightening to use the tool together to help both parties understand those success factors in a simplified and systematic way.

Most significant/challenging aspects

The most important part of a partnership is understanding the added value of the partners. Risk associated with the partnership is a challenge that deserves more detailed coverage in the tool.

What will it take to make it widely used?

The tool should be available for everybody's access. The private sector partner and other local partners (e.g., implementing organizations, stakeholders) should be able to use PAT to learn which factors should be considered when engaging in partnerships.



UN Partner:

United Nations
Development
Programme (UNDP)
Turkey

Corporate partner:

Coca-Cola Turkey

“It is enlightening to use the tool together to help both parties understand success factors in a simplified and systematic way”



UN Partner:

United Nations
Children's Fund
(UNICEF)

Corporate Partner:

Unilever

“UNICEF will make the tool and training available to all partnership project managers. Unilever believes the toolkit will be a foundation for an organizational education and training program on brokering and implementing successful partnerships.”

THE PARTNERSHIP

Unilever and UNICEF are committed to making a measurable contribution to child health by improving nutrition and hygiene in a sustainable way through a partnership that leverages each organization's competencies and expertise.

Unilever brings to the collaboration its long-standing expertise in nutrition, hygiene and health. The company already offers low-income consumers affordable products and has actively participated in development in many different regions of the world.

The UNICEF team has a deep understanding of the impact of poverty on the development of young children. It also has strong advocacy experience and relationships with governments and health authorities.

Over the past two years, UNICEF and Unilever report there has been: a) substantial activity in finalizing plans for joint hygiene education programs; and, b) progress in a tripartite nutrition initiative in India called the Partnership for Child Health.

The value of using the tool

Early indications are that the tool will be useful in determining if the right conditions are in place to build a partnership program. The questions encouraged the partners to examine every facet of the proposed partnership to ensure objectives, resources, values and key performance indicators were identified and discussed up-front.

Most significant/challenging aspects

In piloting PAT for two projects within the partnership, the importance of planning and dialogue around objectives, expectations and methods of working was consistently highlighted. Using PAT allowed the partners to identify significant success factors and potential areas of risk.

What will it take to make it widely used?

UNICEF will make the tool and training available to all partnership project managers. Unilever believes the toolkit will be a foundation for an organizational education and training program on brokering and implementing successful public-private partnerships.



THE PARTNERSHIP

The project started as a “do no harm” project focused on child labour involvement in the shea nut supply chain. After identifying the nature of the child labour involved, the project transformed into a “do good” project focused on improving life conditions for people harvesting shea nuts. The “National Multifunctional Platform Programme for the Fight Against Poverty” simultaneously alleviates poverty and improves living conditions for women and girls in Burkina Faso. Improved living conditions can reduce the daily household workload and free up more time for women. This initiates a positive cycle that motivates women to pursue education or collect more shea nuts, thus improving financial security.

The value of using the tool

It is essential for a sustainable partnership to take a holistic attitude and consider all aspects that could lead to a poor outcome for what should be a positive experience. By pooling all critical questions for a partnership into such a tool as PAT, the risk of facing unforeseen problems is significantly reduced. Using the assessment tool revealed a few topics the partners had not taken into account, even though several meetings and surveys had occurred.

Most significant/challenging aspects

A challenge for this partnership will be adhering to the actual plans set up by means of the tool (e.g., milestones, budget revisions, follow up). PAT forces partners to be very specific on various issues, which does not always comply with certain cultural behaviour.

What will it take to make it widely used?

The UN should play a central role in promoting and using the tool. Use of PAT could even be set as a requirement for establishing UN partnerships. Furthermore, if PAT is periodically revised on the basis of feedback, the tool will prove its worth for helping to ensure sustainable partnerships.



Corporate Partner:

AarhusKarlshamn AB

UN Partner:

United Nations
Development
Programme
(UNDP)
Burkina Faso

“The UN should play a central role in promoting and using the tool.

Use of PAT could even be set as a requirement for establishing UN partnerships.”



UN Partner:
United Nations
Office for
Partnerships
Programme

Corporate partner:
Canara Bank;
Syndicate Bank

“The tool is helpful in affirming the positive steps being taken, and even more valuable in identifying the areas in which there is still work to be done.”

THE PARTNERSHIP

Through its India Solar Loan Programme, UNOP engaged with two major banks in India to develop a credit program that extends small loans to individuals to purchase solar home systems (SHS) from qualified vendors. The project has dramatically improved the lives of many individuals previously living with unreliable, costly, unsafe and environmentally unsound sources of electricity generation like kerosene. Over time, more Indian banks became involved in the credit program, and the project has been replicated in other countries.

The value of using the tool:

The tool is helpful in affirming the positive steps being taken, and even more valuable in identifying the areas in which there is still work to be done, or at least merit further consideration. It is true that every project cannot address every problem, but the tool is valuable for identifying small improvements that could make a significant difference.

Most significant/challenging aspects:

As the tool indicates, it is important that both partners are aware of the risks, and that steps are taken to mitigate them. Additionally, the sustainability of a project must be considered – does the proposed partnership really deliver the right solution to the problem? Are there enough existing resources to sustain the project after a set period of time? Most of all, have all these factors been considered in the planning phase?

What will it take to make it widely used?

Once the tool is released, word of mouth about its usefulness will result in its promulgation. Additionally, as more UN entities engage in partnerships and an increasing number of partnerships are developed in the coming years, the opportunities for using PAT will increase, thus increasing its strategic importance.

THE PARTNERSHIP

SN Power’s subsidiary Himal Power Limited is developing and implementing the Khimti Neighbourhood Development Project (KiND) in partnership with UNDP Nepal. Since 2000, when the Khimti hydropower plant began operations, an extensive community program has been carried out with financial assistance from the Norwegian Agency for Development Assistance. The program has mainly been focused on increasing rural electrification in the area where the plant is operating, but has also focused on local economic development, improvements to infrastructure, and support for education and women’s empowerment. The company managed the program during its first two phases from 2000 until now. For the third phase of the project which involved extending the rural electrification project, the company looked for a competent development partner that could help it develop a sustainable project that could be replicated and scaled-up across other regions of Nepal.

UNDP Nepal has unique experience in development work and has an extensive network among local stakeholders that can strengthen the project and increase its development output and long-term sustainability. It also has the ability to build scalable projects.

The value of using the tool:

The tool provides a good check as to whether a partnership is well structured and sustainable. The results confirmed that partner objectives are aligned, and that the partnership adds value to both the partners and the community in which the project will be implemented. Going through the tool highlighted several areas the partners could review more closely in order to further strengthen the project.



Most significant/ challenging aspects:

It is important that partners are aligned on aims and targets on the work they are planning to do together, and that this is consistent with the funding plan for the project throughout its life-cycle. This can be a challenge, but a well considered memorandum of understanding and project agreement signed by the partners should ensure that project specifics are

clearly defined at the outset.

What will it take to make it widely used?

The first step is to widely communicate that the tool exists. The second would be to ensure that UN agencies and businesses include PAT as part of their partnership selection and implementation routines. Some sort of external feedback system and support function for the partners to receive assistance in improving their partnerships could also ensure that the tool gets widely used. A further enhancement of the tool would be the introduction of different modules focused on specific types of projects.

Corporate partner:

SN Power Invest

UN Partner:

United Nations
 Development
 Programme (UNDP)
 Nepal

“Going through the tool highlighted several areas the partners could review more closely in order to further strengthen the project.”

UN Partner:
UNDP Bratislava
Regional Centre
for Europe
and the CIS



Corporate partner:
Coca-Cola and others



“The tool emphasizes
the importance of
building sustainability
through transparent and
consultative behaviour.”

THE PARTNERSHIP

The assessment was conducted on two partnerships:

1. A partnership between UNDP and Coca Cola aiming to provide a joint action plan for water-related programming with a particular focus on increased access to safe drinking water and facilitating the use of environmentally sound industrial technologies.
2. A partnership in Moldova where a local yarn and carpet maker have entered into a partnership with local banks, USAID, UNDP to build capacity of local farmers to supply high quality and required quantity of wool.

The value of using the tool:

The tool would be particularly useful in the planning phase of the partnership as partners have to assess their comparative advantages – including division of roles and responsibilities – and where it would be helpful to identify the need for additional partners. The tool encourages partners to invest time into discussing and understanding individual and common risks and potential milestones and plan deployment of resources accordingly to avoid misunderstandings at later stages of implementation of project activities.



The tool highlights the value of creating local linkages and its impact on socio-economic development, and emphasizes the importance of building sustainability through transparent and consultative behavior. As suggested by the tool, a clear plan for an exit strategy upfront can help to focus partners' efforts for seeking an effective solution which find alternative sources of demand and resources.

Most significant/challenging aspects:

The tool provides a conceptual framework, promoting the most important questions that need to be addressed at the exploration stage of a partnering agreement. Mechanisms which would allow for long term sustainability of partnerships should be integrated at early stages of the planning phase. It adds to overall trust and understanding of how to communicate internally as well as to stakeholders.


What will it take to make it widely used?

The tool should be widely distributed within the UN organizations and supported by corporate guidelines. UNDP will share the tool with all the partners of the project on both regional as well as country level and work further to integrate into the management structure.



The Partnerships

1. The Kimberley Process is a joint government, international diamond industry and civil society initiative to stem the flow of conflict diamonds. Partners include the World Diamond Council (industry – De Beers), several NGOs (Global Witness, Amnesty International, Partnership Africa Canada as leads) and governments.
2. The Diamond Development Initiative – an initiative that seeks to address, in a comprehensive way, the political, social and economic challenges facing the artisanal diamond mining sector in order to optimize the beneficial development impact. Partners include De Beers, Partnership Africa Canada, World Bank, International Diamond Manufacturers Association, Global Witness and Rapaport Group.

3.  The Mwadui Community Diamond Partnership, focusing on poverty alleviation and acceleration of sustainable socio-economic development in communities around the Williamson diamond mine in Mwadui, Tanzania, through the development of a multi-stakeholder partnership to formalise, transform and support artisanal and small scale mining communities. Partners include De Beers with Government of Tanzania for the initial diagnostic phase – becoming broader based during implementation phases



The value of using the tool

An interesting tool both at project development stage helping to ensure that the necessary issues and challenges have been addressed in a multi disciplinary way. Also allows for a retrospective view for ongoing projects – potentially an assurance mechanism.

Most significant/challenging aspects

The tool can be applied to a wide range of partnerships as it strikes a balance between the need to cover as wide a range of challenges and questions as possible without being too long, whilst at the same time not being too broad in scope and risk becoming irrelevant.

What will it take to make it widely used?

Third party endorsements should be sought in addition to testimonials where the tool has been used successfully. The UN should

encourage case studies where the tool has been used at the inception stage to understand if the scope of a proposed project is sufficient to meet the goals. The tool can also be used at an intermediate stage to ensure a project is on track and at the end of a project as a post mortem tool to see what was missing.

De Beers will be experimenting with the tool using both the DDI and Mwadui projects. Whilst these projects are already underway they still face many issues and challenges. We will be using the tool as a methodology to test the robustness of both projects.

Corporate partner:

De Beers

“De Beers will be experimenting with the tool using both the DDI and Mwadui projects. We will be using the tool as a methodology to test the robustness of both projects.”

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The Partnership Assessment Tool (PAT) is the result of an extensive process where a considerable number of UN organizations, businesses and other stakeholders have been consulted. The production of the PAT would not have been possible without the input from these individuals who have so kindly devoted their time, resources and intellectual capacity to develop and improve the tool – in workshops, focus groups, in-depth interviews and tests of the tool.

United Nations *(in alphabetical order)*

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THE OBJECTIVES OF THE GLOBAL COMPACT

The Global Compact asks its participants to:

- Make the Global Compact and its principles part of business strategy and operations;
- Engage in partnerships with stakeholders to advance broader UN goals, in particular the Millennium Development Goals.

Together, these two complementary objectives of the Global Compact – encouraging internal implementation of principles and participation in partnerships – constitute the comprehensive model of good corporate citizenship promoted by the Global Compact.

Partnerships between business, civil society and government are most productive when driven by universal values, such as those embodied in the Global Compact principles.

THE GLOBAL COMPACT PRINCIPLES

Human Rights

- Principle 1** Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2** make sure that they are not complicit in human rights abuses.

Labour

- Principle 3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4** the elimination of all forms of forced and compulsory labour;
- Principle 5** the effective abolition of child labour; and
- Principle 6** the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7** Businesses should support a precautionary approach to environmental challenges;
- Principle 8** undertake initiatives to promote greater environmental responsibility; and
- Principle 9** encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10** Businesses should work against corruption in all its forms, including extortion and bribery.

THE MILLENNIUM DEVELOPMENT GOALS

The Millennium Development Goals are eight goals to be achieved by 2015 that respond to the world's main development challenges.

- Goal 1: Eradicate extreme poverty and hunger
- Goal 2: Achieve universal primary education
- Goal 3: Promote gender equality and empower women
- Goal 4: Reduce child mortality
- Goal 5: Improve maternal health
- Goal 6: Combat HIV/AIDS, malaria and other diseases
- Goal 7: Ensure environmental sustainability
- Goal 8: Develop a Global Partnership for Development

