Maximising the impact of partnerships for the SDGs

A practical guide to partnership value creation
The Partnering Journey

PARTNER JOURNEY A

Understand alignment of interest
Agree an overarching vision
Agree a common purpose/mission
Agree specific objectives/activities
Agree resources, roles and responsibilities
Structure the partnership
Sign a partnership agreement

PARTNER JOURNEY B
Maximising value creation

1. Partnership as a whole

\[ 1 + 1 = 5 \]

2. Each individual partner

Win! Win! Win!
Value of partnership as a whole

COLLABORATIVE ADVANTAGE

GOVERNMENT

BUSINESS

NGOS/CIVIL SOCIETY

DEVELOPMENT AGENCIES

SINGLE ACTOR OUTCOMES

+ 

PARTNERSHIP DELTA (ΔP)
## Value created

<table>
<thead>
<tr>
<th>Collaborative Advantage and $\Delta P$</th>
</tr>
</thead>
</table>
| **1** | Bringing together essential complementary resources and instruments  
$\Delta P$: Convening a set of key resources and competencies necessary to deliver a complete solution; harmonizing/coordinating action by multiple actors to intentionally transform a specific system |
| **2** | Convening diverse, holistic range of actors  
$\Delta P$: Developing more workable, context-appropriate, cross-cutting and implementable approaches |
| **3** | Exploiting synergies  
$\Delta P$: Increasing the scale of impact from the input resources available (or achieving the desired outputs with lower input) |
| **4** | Creating sufficient weight of action  
$\Delta P$: Combining/aligning/coordinating resources to create the critical mass needed to deliver outcomes |
| **5** | Collective learning and capability building  
$\Delta P$: Raising the level of knowledge, expertise and capacity |
## Partnership value creation assessment

<table>
<thead>
<tr>
<th>Collaborative Advantage expected to be generated by the partnership</th>
<th>What exactly does this look like in the partnership? What is the ΔP?</th>
<th>Level of importance of this value type</th>
<th>Measuring success: indicators and targets</th>
<th>What needs to be in place?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please include in a separate line each of the relevant value types (refer to page 4 of this tool)</td>
<td>Please describe in detail what the specific extra value generated by this partnership will be: include specific expected outputs / outcomes</td>
<td>Please indicate level of importance of this value type (0-4)</td>
<td>Please indicate how you will measure success: your partnership’s indicators and targets for this value element</td>
<td>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</td>
</tr>
</tbody>
</table>
Value from one partner’s perspective

### Mission Value

**Direct or indirect**

**STRATEGIC OBJECTIVES**

### Organisational value

**Direct resource gain**

E.g. Funding; cost-savings; in-kind contributions etc.

**Improving capability for future delivery**

E.g. Increased reputation, profiling, positioning, knowledge and capacity built, increase social and political capital
Value from one partner’s perspective

Value to an individual partner

<table>
<thead>
<tr>
<th>B. Mission value and organisational value</th>
<th>Part 1: PREDICTIVE VALUE ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B1. Mission value: How the partnership helps to deliver organisational strategic objectives</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organisational strategic objectives</th>
<th>Partnership results</th>
<th>Importance / level of impact of partnership results</th>
<th>Likelihood of value being achieved</th>
<th>What needs to be in place?</th>
<th>Measure of success</th>
<th>Overall assessment / conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please complete as many rows as necessary with organisational objectives and needs this partnership could contribute to</td>
<td>List partnership results that contribute to each of your organisational objectives</td>
<td>What is the strategic importance or potential level of impact of the partnership results? Rating 0-4</td>
<td>How likely is this impact to be achieved through this partnership Rating 0-4</td>
<td>What do you need to do to ensure that these results are achieved through this partnership?</td>
<td>Please note how you will know if you have been successful</td>
<td></td>
</tr>
</tbody>
</table>
## Value from one partner’s perspective

**B2. Organisational value gain: Building your organisation’s capacity to deliver**

<table>
<thead>
<tr>
<th>Gains / value to your organisation</th>
<th>Importance / relevance of this type of value</th>
<th>Likelihood of value being achieved</th>
<th>What needs to be in place?</th>
<th>Overall assessment of value / gains</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detail gains / value to your organisation from the partnership</td>
<td>What is the strategic importance or impact of these gains? Rating 0-4</td>
<td>How likely is this value to be gained through this partnership Rating 0-4</td>
<td>What does your organisation need to do to ensure this value or create more?</td>
<td>Please note how you will know if you have been successful</td>
</tr>
</tbody>
</table>

- **Financial**
- **Non-financial material gains**
- **Safeguarding assets**
- **Social capital & connections**
- **Legitimacy**
- **Reputation, influence & positioning**
- **Capacity, knowledge, skills**
- **Innovation**