Value assessment framework

USE	PARTNERING PHASE
To systematically assess what value is / might be created through a partnership approach, at what cost	All phases

PARTNERSHIP AS A WHOLE

Potential sources of partnership value creation: Collaborative Advantage

1 **Complementarity:** **Bringing together essential complementary resources**
Impact delivered by a complete, workable solution impossible without the full set of key resources

2 **Systemic transformation:** **Harmonization / coordination of key system actors' resources / instruments**
Transformation of a system leads to a steady- state, solution delivering ongoing value and benefits.

3 **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.

4. **Innovation:** **Combining diverse resources, thinking, approaches**
Creating new, more effective approaches, technologies, services and/or products with the greater impact they will deliver.

5. **Holism:** **Convening holistic range of actors across traditional silos**
More workable, context-appropriate, cross- cutting and implementable approaches increasing the quality and breadth of impact.

6. **Shared learning:** **Creating a mechanism for collective learning and capability- building**
Raising the level of knowledge, expertise and capacity widely, leading to more effective practice and greater impact.

7. **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.

8. **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).

9. **Scale:** **Combining delivery capacity across geographies**
Taking successful programmes, products and approaches to scale to multiply the impact.

10. **Critical mass:** **Collectively providing sufficient weight of action or boldness / imperative to act**
Combining / aligning / coordinating resources to create the critical mass needed to deliver otherwise impossible outcomes / impact.

PARTNERSHIP COLLABORATIVE ADVANTAGE AND PARTNERSHIP DIFFERENCE

Which collaborative advantage mechanisms and what additional impact (partnership difference ΔP) do we expect	How will / do we know these forms of value are being created?

Notes:

EACH INDIVIDUAL PARTNER

Potential sources of partner benefit

1. ACHIEVEMENT OF STRATEGIC MISSION		2. ORGANISATIONAL GAINS	
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.	**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

Potential sources of partner cost

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

ORGANISATIONAL COST / BENEFIT (PER PARTNER)

Partner benefits	Partner costs

Cost / benefit analysis: