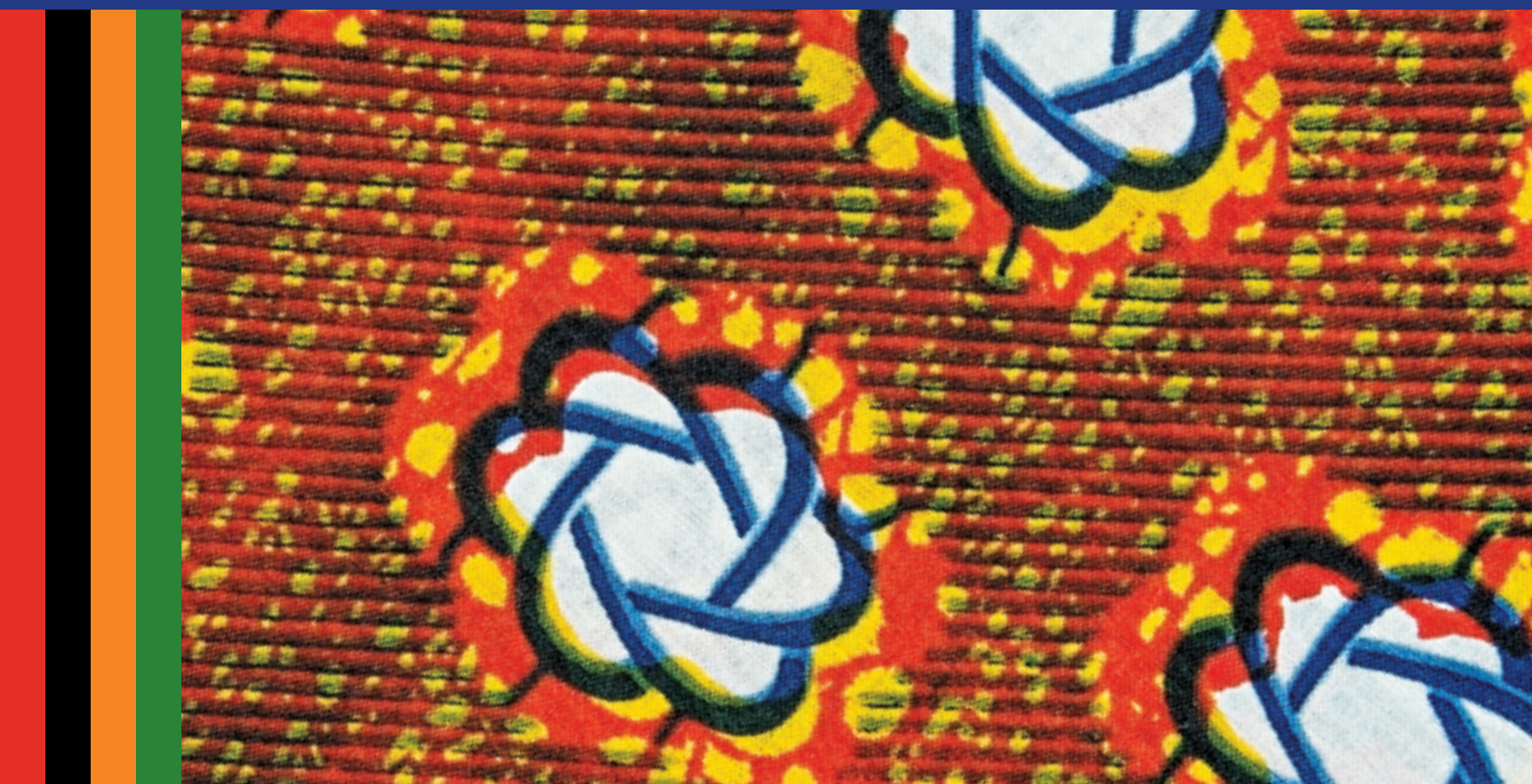


Zambia Partnering **Toolbook**



An essential guide to win-win collaboration for
sustainable development

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Andrew Kamboke

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About The Partnering Initiative

The Partnering Initiative (TPI) is an international NGO dedicated
to driving widespread, effective collaboration between
civil society, government and companies towards societal
innovation and sustainable development.

For over a decade, 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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WELCOME



Since the high-level donor meeting in Busan in 2011, the aid effectiveness agenda has become a development effectiveness agenda and the private sector was formally invited for the first time as an essential partner in development. The Swedish government sees enormous potential for the development community working with the private sector, which is why we are so pleased to support the inspirational pilot of the ZBiDF in Zambia.

This toolkit is one of the ways to accelerate and professionalise the engagement of business as a partner in development. By drawing on the best of international experience and translating that to a local level, real change can happen to improve people's lives.

Lena Nordström
Ambassador of Sweden to Zambia



As the head of ZACCI, Zambia's leading private sector organisation, I was delighted to be asked to chair the ZBiDF. We need governments to support economic growth and we need businesses to support societal development. Rather than working in isolation, cross-sector partnerships are the way we can achieve economic and societal value most effectively and efficiently.

This toolkit offers a structured approach that can help increase the likelihood of success of partnerships, and reduce the transaction costs that can arise from these innovative forms of collaboration. It has clear relevance for the business members of ZACCI and beyond.

Geoffrey Sakalunda
Chair, ZBiDF
Chair, ZACCI



As the Sustainable Development Goals come online in 2016 we need the private sector to be involved in helping to deliver Zambia's development agenda. This toolkit and the ZBiDF are part of the solution to effective collaboration to ensure that we can achieve development in line with the SDGs, and to help deliver the Sixth National Development Plan with its focus on economic growth and poverty reduction.

Mrs. Kayula Siame
National Coordinator,
Private Sector Development,
Industrialisation and Job Creation Office
Cabinet Office

ABOUT ZBiDF



“Business, in collaboration with other actors, will play a key role in achieving the post 2015 development goals while increasing productivity and profitability. Clearly defining the business case for each organization is the key to creating win-win partnerships.”

Ernest A. Muwamba, ZBiDF National Coordinator

The Zambia Business in Development Facility (ZBiDF) is a multi-stakeholder platform, comprising champions from business, government, donors and civil society in Zambia, designed to engage business, facilitate dialogue and innovation, and directly support public private partnership action on key business and development challenges. ZBiDF is part of an international network of partnership hubs, being developed and supported by Business Partnership Action. ZBiDF’s strategic partners include The Embassy of Sweden, AMSCO and TPI as well as the support of a high level Champions & Advisory Group.

ZBiDF’s mission is to systematically support, catalyze and scale cross-sector partnerships in order to unleash the power and resources of business on development goals while simultaneously achieving business benefits. ZBiDF’s initial focus is on maximizing partnership effectiveness, increasing innovation, and mainstreaming the use of partnering tools and processes. ZBiDF is currently supporting partnerships in:

- Agricultural sector, to increase productivity for smallholder farmers
- Extractive industries, to promote indigenous SME participation in the local mine and non-mine value chains

- Manufacturing, to develop a skilled human resource for increased employability and enhanced productivity.

ZBiDF is also exploring potential development focused partnerships in the tourism sector whilst paying close attention to cross cutting issues such as HIV/AIDS, ICTs, youth, women’s empowerment and the environment.

**Web: ZBiDF.org | Email: info@ZBiDF.org
Telephone: +260 965 084909**

ZBiDF’s expertly trained team of partnership process managers (‘brokers’) support partners in navigating their partnering journey (see page 16) by helping them to create a map, plan their route, choose their mode of transport and change direction when necessary.

Create new, high-impact cross sector partnerships	Support, scale and sustain high-impact partnerships	Build Partnership Skills	Facilitate focused public-private and cross-sector dialogue
<ul style="list-style-type: none"> • Potential partner identification / match-making and idea initiation • Market linkages • Early stage partnering discussions, relationship building and clarification of business case • Assisted partnership structuring, including: clarification and articulation of partnership: roles, concept, vision, shared interests, resource mapping, management governance arrangements and principles • Co-creating partnership agreements 	<ul style="list-style-type: none"> • Partnership sustainability planning • Partnership scaling and replication • Partnership “Health Check” Workshop • Partnership Learning Case Study • Detailed Partnership Evaluation with recommendations to improve efficiency and results 	<ul style="list-style-type: none"> • Cross-sector training on partnering and shared value best practices and techniques • Building partnership skills through direct coaching, training, or provision of tools for specific organizations or partnerships • Housing and disseminating best practice information about partnering, partnership effectiveness and the role of business in development 	<p>Innovation Series to create new, collaborative solutions on issues of shared resources across diverse stakeholder groups</p>

ABOUT THIS TOOLBOOK

This toolbook is designed to support the uptake and delivery of partnerships that contribute to sustainable development in Zambia. It provides the rationale for forming these partnerships and offers a range of practical tools that can help people work in partnership more effectively. The toolbook supports the work of the Zambia Business in Development Facility. It draws on international experience from The Partnering Initiative; an extensive scoping study; extensive desk research; and interviews with key stakeholders in Zambia in December 2014 – February 2015.

A systematic and professional approach to managing partnerships can reduce timescales and increase impact. While all partnership situations are context-specific, there is one general challenge typical of all partnering that needs to be navigated. This is the inevitable discrepancy between the urgency of need and the (sometimes painfully slow) pace of partnership building and development. A systematic and professional approach to developing partnerships can speed up the partnering process and build robust, effective collaborations.

The toolbook explains why business has a critical role to play in development, defines cross-sector partnership, offers some examples, and provides a perspective on how partnerships may help to resolve development challenges in Zambia. It then sets out the main stages of the 'partnership lifecycle', illustrated with the help of a fictionalised local partnership. It outlines the main challenges associated with working in partnership and provides some guidance in overcoming them. The toolbook concludes with a set of partnership tools and a brief overview of further support available.

1 A brief history of cross-sector partnerships

For over 20 years there has been a growing appreciation from business, government, the UN, donors and NGOs that the complexity of today's challenges requires the combined resources and competences of all societal sectors. The rhetoric has risen dramatically over the last few years, with the role of the private sector in development and the vital need for stronger cross-sector collaboration repeatedly expressed in all relevant major international fora, including an explicit reference in the post-2015 sustainable development goals.

In common with much of the rest of the world, Zambia is currently facing serious challenges in many areas of development, as outlined in the box below. It is clear that government does not have the resources to tackle these issues on its own with the urgency they require. Equally there is a growing recognition that with an ever more complex and interconnected world, these issues are not solely the responsibility of governments.

In Zambia there is high level government interest in direct collaboration with the private sector to achieve national development goals and this is reflected in the country's Vision 2030, the Sixth National Development Plan and the Private Sector Development Reform Programme.



Some development challenges in Zambia

Poverty remains high in rural areas at 80 percent and Zambia ranks among the top 20 countries in the world for relative income inequality. Malnutrition is a major burden on the Zambian health care delivery system and contributes to low human capital availability. Chronic undernutrition remains a major challenge as well, particularly in rural areas where 60 percent of the population lives.

Critical infrastructure for electricity, transportation and water and sanitation remains poor and limited, especially in the rural areas. Poor transport

infrastructure, together with high cost and inadequate ICT services, adversely affects the productivity and competitiveness of the economy.

While health indicators are improving, the health of the population remains poor. Health facilities are inadequate to match both the population growth and growing disease burden, while the country lacks more specialised diagnostic centres, leaving expensive international treatment as the only option in many cases.

The agriculture sector, which is designed to diversify the economy from reliance on mining, requires irrigation facilities to enable all rural farmers to engage in commercial cash crop and agro-activities for wealth creation.

In light of these challenges, the theme of the country's sixth national development plan is 'sustained economic growth and poverty reduction', focussing on the following three areas:

(i) To accelerate infrastructure development, economic growth and diversification;

- (ii) To promote rural investment and accelerate poverty reduction; and
- (iii) To enhance human development.



2 What is the role of business in development?

The greatest contribution companies can make as development actors is to conduct responsible and sustainable business. Business is the engine of growth and provider of livelihoods. It allows a country to reduce reliance on imports and can bring in essential foreign currency through exports; it generates taxes; it delivers essential products and services efficiently and affordably; and it can drive technological innovation.

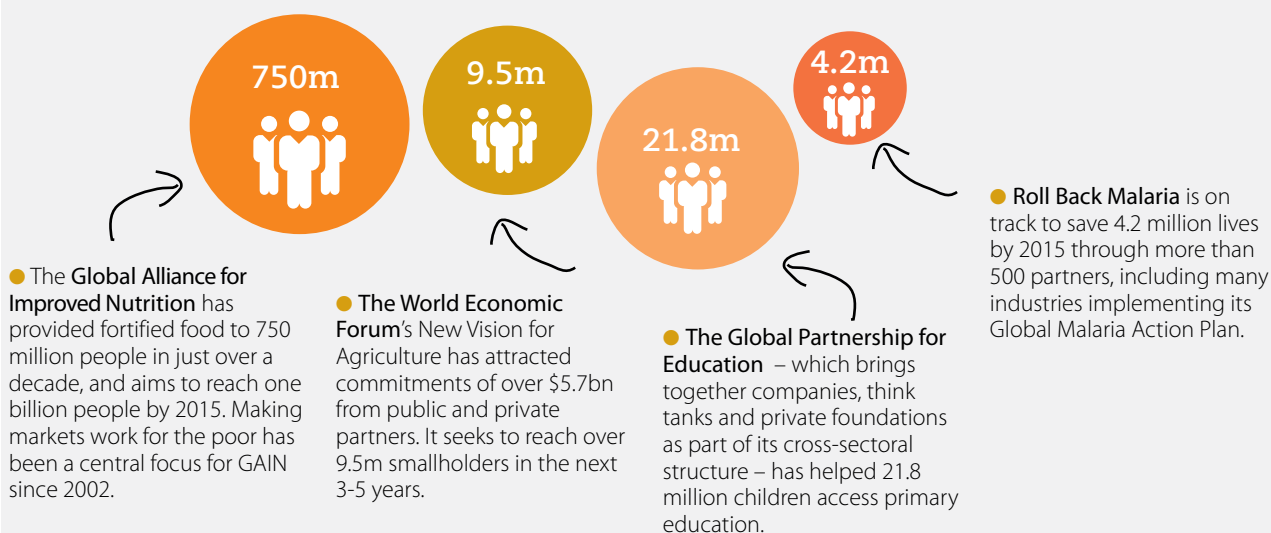
This is why private sector development and job creation are an essential part of government development plans, and there are a significant number of programmes from government and development agencies to support and encourage private sector growth.

Business becomes a 'partner in development' when it looks beyond its immediate short-term priorities towards building longer-term business and societal value. There are many ways in which it can do this:

- Develop new market opportunities that can provide affordable essential goods and services, such as highly fortified foodstuff or low-cost water and sanitation, or introduce technological innovations such as payments by mobile phone or tablet-based school lessons
- Invest in localising their supply chain, or support an increase in the quality, quantity and reliability of its suppliers, such as farming cooperative groups
- Develop 'inclusive business' models – business approaches that deliberately target the under-privileged as employees, suppliers or distributors
- Make strategic investments that reduce business risk and support the 'competitiveness' of the communities in which they operate or the country as a whole: social investments in building technical skills, health provision or small business development; investments in infrastructure, or supporting collective action against corruption
- Contribute philanthropically to the communities around them to support their reputation and 'social license to operate.'

None of the examples above, however, can be done by companies working alone. Companies must work with other actors, from the public sector to NGOs, from international development agencies to other companies. To be most effective and make the most efficient use of everyone's resources, all sectors of society must work together in partnership to achieve business and societal prosperity.

The size of the prize: what can partnerships achieve?



Challenges and opportunities in Zambia

Extensive research undertaken on the potential for cross-sector partnership in Zambia characterised the business-government relationship as ‘talking at each other and not with each other.’ A general view was expressed by the private sector and civil society that the government is not sufficiently consultative on its development plans.¹ From the government side, a view emerged that the private sector as not sufficiently proactive in its engagement, with a tendency to engage the government through the media rather than directly.²

The general lack of trust across sectors is one of the biggest challenges to cross-sector partnerships in Zambia. The scoping study indicated that this is caused by a long history of each sector questioning the other’s motives, and exacerbated by a lack of meaningful dialogue between sectors.

The ZBiDF was established in order to help tackle such challenges. If they can be overcome, Zambia is well positioned to become a global leader in cross-sector partnerships. Good macroeconomic performance over the last decade coupled with consistent, rapid growth in mining, construction, telecommunications and tourism has helped spur strong growth in gross domestic product (GDP) in Zambia.

Zambia’s business environment is improving. The World Bank ranked Zambia among the top 10 reformers in a recent publication,³ indicating the potential for private sector growth. Zambia’s large, well-educated and rapidly growing urban population can also spur opportunities such as an increased flow of agriculture products from rural areas to a growing number of high-income urban consumers.⁴

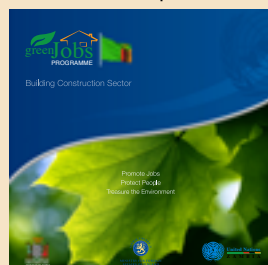
The World Bank reclassified Zambia as a lower-middle-income country in 2011, due to increased foreign investment

and surging copper prices. Despite this recategorisation, the UNDP notes that Zambia has among the highest rates of inequality in Africa.⁵ Cross-sector partnerships can help to ensure that more of the benefits from this strong macroeconomic performance remain in the country, in the form of skills, income, livelihoods, products and services – and the benefits can flow to the poorest areas, reducing inequality. Several cross-sector partnerships have already been established in the country (see example in box below).

CROSS-SECTOR PARTNERSHIPS IN ZAMBIA

THE ZAMBIA GREEN JOBS PROGRAMME

This partnership supports small enterprises along the building construction value chain to become more productive and competitive; to grow, create green and well-paid new



jobs as well as improve the quality of existing jobs by extending basic social protection and improving access to occupational safety and health services for workers in the building construction sector. Led by the ILO, this is a partnership between the Zambia Institute of Architects and the Copperbelt University School of Built Environment, with technical assistance from the VTT Technical Research Centre of Finland and UN Habitat. It aims to strengthen the capacity of local architects to design affordable, high quality, water- and energy-efficient living spaces for low and middle-income families in Zambia. It is implemented by government ministries and institutions, financial institutions, business development service providers, associations of small scale contractors and other private sector players in Zambia’s building construction industry.

Sources: ILO, Zambia Health Alliance

1. Adapted from ‘Creating the Zambia Business in Development Facility: Scoping report and recommendations’ TPI, 2014. (internal report)
2. TPI scoping report.
3. *Doing Business in Zambia*, World Bank, 2011.
4. Source: USAID.
5. Referenced in ‘Zambia ups progress in human development’ UNDP, 2014.

Potential across industrial sectors

In both the mining and agriculture sectors, the concept of business linkages is increasingly well-recognised by donors as a means to build local private sector capacity. For example, according to ICMM, if there were a tripling of inputs manufactured locally, rather than imported, it would add some US\$160 million to the turnover of local suppliers to mining companies. Of these inputs, between one third

and one half would be products of value-added processes, resulting in the addition of more than 15,000 new jobs.⁶

With respect to agriculture, Zambia's human and natural resources provide opportunities to boost food security and improve nutrition. Relative to other countries in the region, Zambia has an abundance of water and fertile land as well as a generally favourable climate for agricultural production.

The country's significant water resources could be further developed to support agriculture and aquaculture, particularly in the context of changing weather patterns resulting from climate change. With 40% of the water body in southern Africa, Zambia also has further opportunities for hydro power development. In all of these areas, cross-sector partnerships have a role to play.

6. 'Enhancing mining's contribution to the Zambian economy and society', ICMM, April 2014

CROSS-SECTOR PARTNERSHIPS IN ZAMBIA

MILK FOR SCHOOLS PROGRAMME

Milk for Schools is a partnership that seeks to contribute to economic growth in rural areas while also improving the health status and school attendance of children. Funded by Sida, the partnership brings together the food processing and packaging solutions company Tetra Pak, the World Food Programme, the Zambian government and local stakeholders.

As part of the project, students in 39 schools in the Nyimba district in eastern Zambia receive 250 millilitres of milk three times a week and all the milk comes from local smallholder dairy farmers. Tetra Pak, which has been involved with school milk projects around the world since the 1960s, contributes know-how and technical assistance and will help develop a model that can be rolled out across the country. The company doesn't make any money directly



from the programme, but hopes to foster new habits and create a new market for their dairy customer's products.

As part of the programme, small dairy farmers have been given support in development of their milk production. Milk can be an important source of income for rural communities. Since it is often sold on a daily basis, milk creates a regular revenue stream and allows the farmers to improve their livelihoods. The Zambian Ministry of Agriculture and Livestock has decided to start a similar government funded programme in another district. A number of private schools have also taken an interest in the project and are planning a milk programme paid for by parents.

Source: Sida

3 What is the definition of a 'cross-sector partnership'? How does it differ from a Public-Private Partnership?

A cross-sector partnership combines the complementary resources and competencies of organisations from different sectors (including business, government, donor and NGO) to generate maximum value to the partners and contribute towards sustainable development goals.

This toolkit focuses on the emerging field of 'cross-sector partnerships', as distinct from the relatively well-established field of regulated public-private partnerships, or PPPs. Cross-sector partnerships are a collaborative approach, combining the expertise of public, private and not-for-profit sectors to deliver solutions to complex challenges (see box below: 'The distinction between PPPs and cross-sector partnerships').

In Zambia, regulated PPPs have been implemented since 2008 by a government policy framework (supported by the PPP Act No. 14 of 2009), addressing the provision of infrastructure and the delivery of social services. The regulated PPP approach has not been without challenges but has nevertheless led to a number of projects being developed, including hospitals, transport infrastructure, and hydro-electric projects.⁷

Cross-sector partnerships, on the other hand, do not involve a business profiting directly from the public sector by providing public services, and they are not the result of tendering processes. They tend to evolve more flexibly according to local need, between partners who share a common interest, and with a structure that reflects the context from which the partnership has emerged.

7. See full list of projects at:
www.zda.org.zm/content/ppp

The distinction between cross-sector partnerships and regulated PPPs

CROSS-SECTOR PARTNERSHIP	REGULATED PPPS
Private sector and government / international agencies / NGOs combine their resources in a project to achieve win-win development and business outcomes	Core business provides upfront investment to deliver public infrastructure / services taking profit through long term payments from government or end users
<ul style="list-style-type: none">• Co-design / development• Shares risk between parties• Co-accountability• Company may or may not receive direct profit from the partnership activities (but will benefit in some way)	<ul style="list-style-type: none">• Government sets the rules• Transfers risk to private sector for delivery• Contract-based with clear accountability to government• Must follow strict regulated PPP procurement procedures and operate within PPP legislation

4 What are the core principles of successful partnerships?

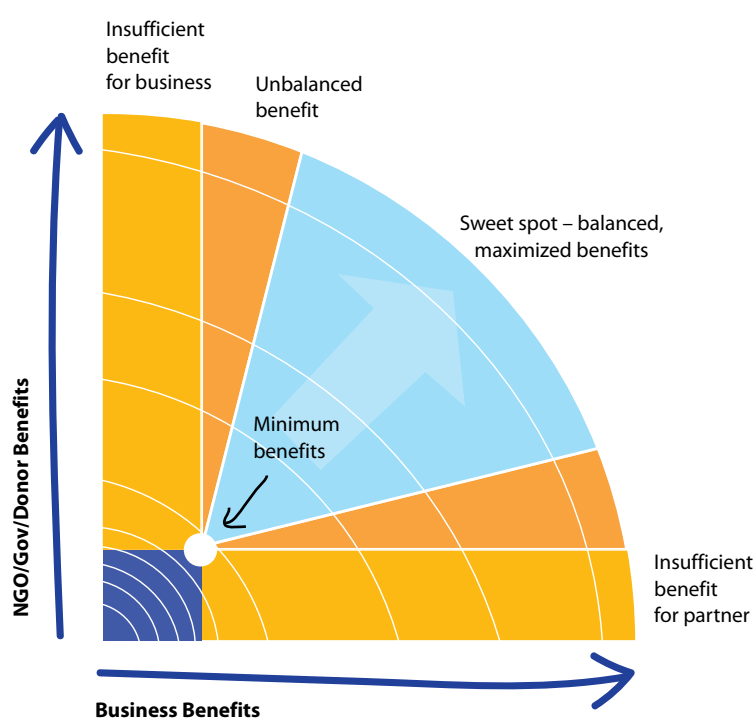
Based on international partnership experience, three principles underlie any successful partnership.

EQUITY implies that all partners bring valuable resources (whether financial, technical, social capital) to the partnership, for which they should be respected and which gives them a stake in the partnership and an appropriate role in decision-making. Partnerships are not about hierarchy or a commissioner / consultant relationship, but about shared responsibility and co-accountability.

TRANSPARENCY is the second core partnership principle. Organisations should be open from the outset about what they hope to achieve from being in a partnership. Honesty and openness in any working relationships (including partnerships) build trust and help to ensure accountability.

MUTUAL BENEFIT is the final core principle. If all partners are expected to contribute, then they should also be entitled to benefit from the partnership (see diagram: 'Visualising the principle of mutual benefit in partnership'). This is the only way to ensure the ongoing commitment of partners.

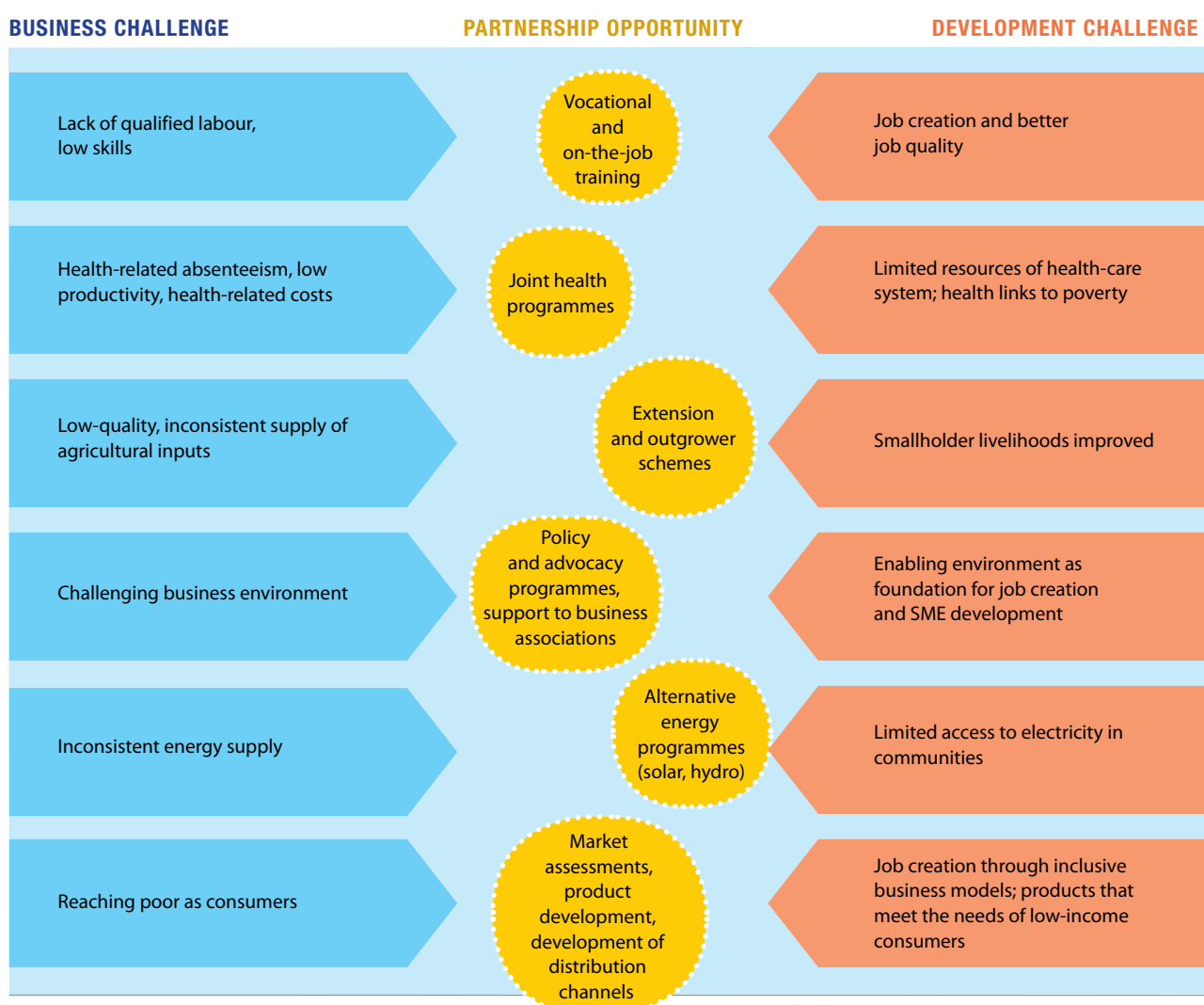
Visualising the principle of mutual benefit in partnerships



5 What are the benefits of partnership?

A partnership is a mechanism to combine resources from different organisations in order to create innovative, effective approaches that can provide significant value to all. Cross-sector partnerships for development can happen wherever there is an alignment or overlap of interest between business and development actors and where all can benefit. The table below provides a number of examples but the list is far from exhaustive.

Partnership opportunities: the alignment of interests between business and development perspectives



Source: Adapted from USAID

What are the benefits of partnership?

Partnerships can offer the following benefits:

Benefits for business

- Building the sustainability of a company's supply chain.
- Opportunities to develop new and adapt existing products and services in competitive marketplace; reaching new markets (e.g. offering micro-insurance products).
- Building Zambian business competitiveness and tackling issues directly affecting business operations (e.g. access to skilled labour, infrastructure, natural resources etc.).
- Increased profits and reduced costs. By connecting businesses to a network of select private, public, civil society, and/or educational stakeholders who share similar goals, in-kind and cash resources can be leveraged for greater impact.
- Doubling or tripling the impact of a company's social investments. Partnership enables the sharing of resources, skills, and networks that allow partners to achieve far more than they could individually.
- Access to technical expertise in development. Partners can provide specialist knowledge in development topics such as inclusion in agricultural supply chains, education and skills development, health, human rights, governance, inclusion, HIV/AIDS, women's empowerment, environmental protection and climate resilience.

Benefits for development partners (government, donors, NGOs and community organisations)

- Increased effectiveness and sustainability of aid intervention through greater local ownership and systemic impact.
- Reducing poverty through growing inclusive business (e.g. engaging the poor as employees, suppliers, producers and consumers).
- Identification of innovative and sustainable mechanisms for delivering development plans at local, regional and national levels.
- Leveraging the reach, know-how, innovation and financial resources of business towards development goals.

The table below shows how partnerships can provide an opportunity to resolve a number of business and development challenges.

Putting resources into action to achieve a commonly-shared goal is rarely straightforward. The partnering process brings multiple risks including loss of autonomy for individual organisations, potentially significant (unpaid) time investment during the set-up period, potential for reputational damage by association with other organisations, and governance and accountability challenges.

Partnerships should not be entered into lightly, and they are certainly not a panacea for all situations. The diagram below provides an indication of the factors that are likely to be present for a partnership solution to emerge.

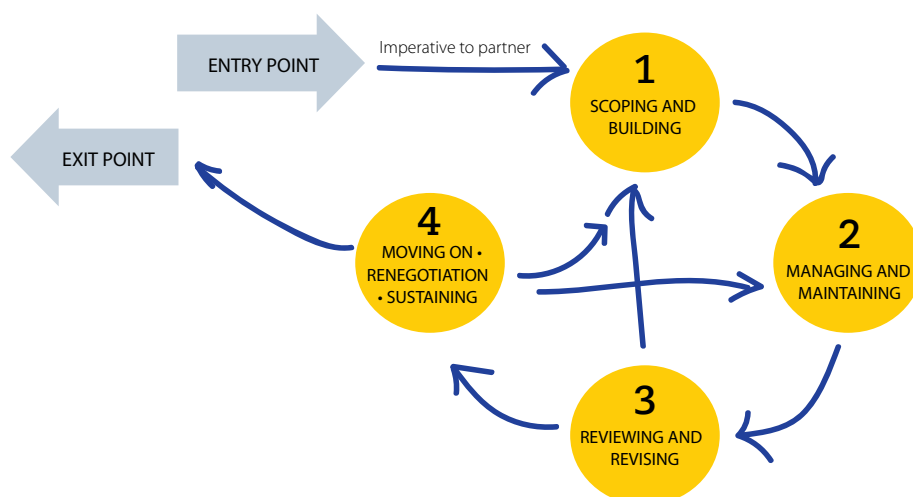
Partnerships can happen wherever there is...



6 What does the lifecycle of a typical partnership look like?

While each partnership will evolve in different ways, and follow an iterative path, it is possible to identify some common phases and steps in most partnerships:

The Partnering Cycle



In the **SCOPING** and **BUILDING** phases (the focus of this toolkit), one or more party reviews the context, explores the possibility of partnering rather than using a unilateral approach, learns about the interests and motivations of the other sectors and explores partner options. Through early discussions, potential partners determine whether they want to work together, agree the principles, roles and focus of the partnership, and begin to plan for the joint effort. The partners draw up a partnering agreement, which serves as the operating basis for the partnership.

In the **MANAGING** and **MAINTAINING** phases, partners establish the decision-making, governance and accountability procedures and communication protocols. The partners allocate human resources and financial resources, or they mobilize those resources from an external source. Where additional stakeholders are concerned, the partners engage those stakeholders. The partners begin to deliver on their promises, jointly manage the undertaking and monitor progress for success. Activity management and external communications both feature within this phase, which can run for years, depending upon the scope of the partnership.

In the **REVIEWING** and **REVISING** stage, partners take stock of performance measurement for both the outcomes or results of the partnerships and the 'health' of the partnering relationship. A culture of ongoing review allows a partnership to adapt and develop and continue to build its effectiveness and efficiency well after an agreement is signed.

In the final phase, **MOVING ON**, depending upon the outcomes and reflection by the partners, the partnership might decide to close (either because it has completed its tasks or is not delivering sufficient value), continue on, scale up its activities, redirect its efforts, or change partners.

7 How do you build a robust, effective partnership?

The focus of this toolbook is the first 'scoping and building' phase, up to the point where a partnership agreement is signed. Many of the partnerships in Zambia are still at an early stage and these tools are likely to be of most use. Other tools are available for later stages of the partnering lifecycle, including monitoring and evaluation, communication, and a partnership 'healthcheck'.

The diagram below shows the 'partnering journey'. The narrowing chevrons in the middle show the journey followed by the emerging partnership. The dotted arrows above and below show the journey taken by an individual partner organisation, as the vision, mission, objectives, roles

and responsibilities of the partnership gradually emerge and the implications for that individual organisation become more substantial. The end point of the journey is the signing of a partnering agreement, where the individual organisations are fully aligned with the partnership. Once the agreement is in force the partnership moves into an action phase. For clarity it is shown as a linear journey: in practice, stages will be repeated, or completed in a different order.

It is important to recognise upfront that the partnership journey is an emerging and evolving process, beginning with a wide field of possibilities, resources and ideas and gradually focussing

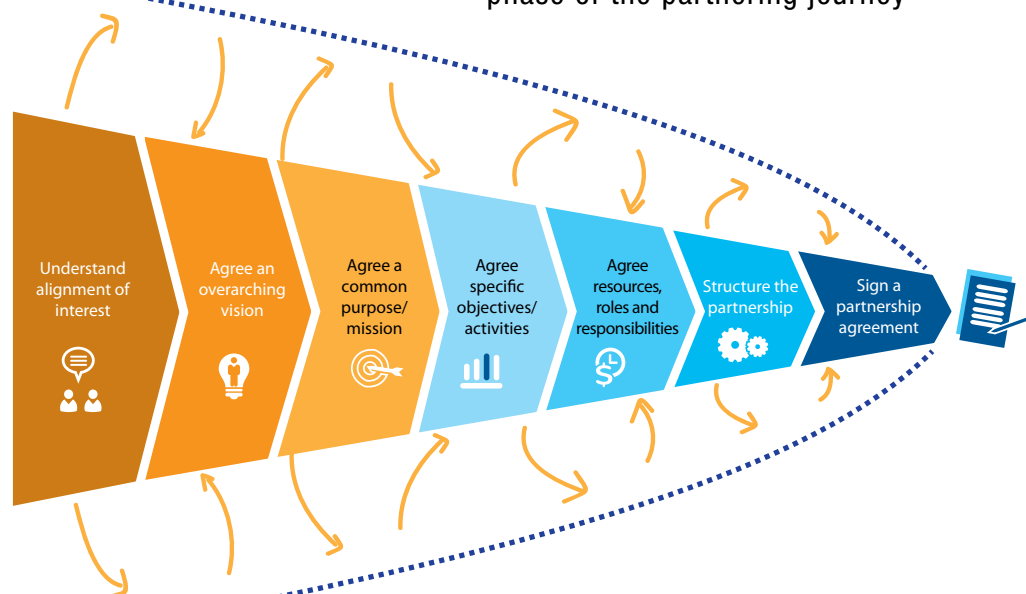
down to the point where a partnership agreement is signed. The 'partnering journey' can in theory start with any issue, location, sector or organisation,⁸ and part of the skill of a partnership practitioner is in identifying when a partnership solution might be an appropriate response to a challenge.

8. For example, to demonstrate how partnership ideas can emerge from any sector: as part of the research for this report, a Zambian health professional suggested a partnership for improving child nutrition. This would work by using locally grown food instead of the conventional, expensive and environmentally-damaging food imports for child nutrition. This approach would provide a new market for farmers, reduce pressure on the public purse, reduce environmental impacts and help contribute to the local economy.

PARTNER JOURNEY A

Milestones on the 'scoping and building' phase of the partnering journey

For clarity the partnering journey is shown as linear: in practice, stages will be repeated, or completed in a different order.



PARTNER JOURNEY B

Iterative process to agree the partnership activities

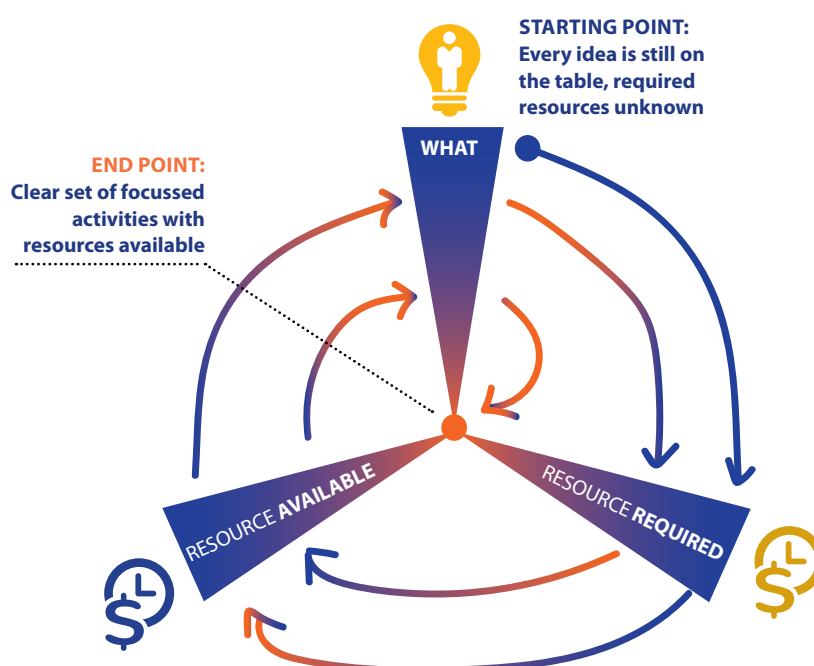
As discussed above, a major element of the partnering process is to focus down from the overall vision and what could potentially contribute to that vision, and what can be done in practice: i.e. what is achievable, gives value to all contributing partners, and for which there are sufficient resources.

The diagram below demonstrates an iterative approach, starting with all ideas on the table – irrespective of whether there are resources to implement them – and ending with a clear set of activities for which resources are available.

The partners together determine the prioritisation of the range of activities they wish to undertake (the 'what'), and then assess the resources required to undertake them and the resources that are available. If the available resources (from the partners and externally) are not sufficient to undertake the current desired activities, the 'what' needs to be adjusted to be more modest, and there is another iteration of the process to determine the resources required and available.

As the iterations continue, the partners will eventually spiral into the intersection at the centre where the resources available match the resources required to achieve the what. For more complex partnerships, each iteration may need partner representatives to go back to their organisations to understand the resources they are willing to commit or to seek external resource. Hence this activity might need to take place over a period of time.

As well as testing for resource availability, the partnership also needs to test that the planned programme of work provides sufficient net value to all partners that they are willing to commit.



8 Tools to facilitate the partnership journey

There are 7 key tools that can be used to facilitate the scoping and building phase of the partnering journey. While depicted in a linear manner (like the partnering journey itself) the tools can be used in many different sequences in parallel with each other, and/or iteratively depending on the specific context of partnership. For example, the Partner Assessment Form can be used at the beginning of the journey to ensure a good fit with

founding partners, and then later on to bring on new partners, warranted by more specific objectives and activities. The *Strategic alignment checklist* may be used by a partner to gauge preliminary interest a partnership, and then with more vigor before resources are committed. Most of the tools along the partnering journey feed into and are summarized in the signing of partnership agreement.

The tools themselves are provided in the complete version of the toolbook (starting on page 25) and are also available for download on www.zbidf.org.

Additional tools that can be applied beyond the scoping and building phase can be found in the resources listed on page 38.



Tool 1: Partner assessment form

A 'prompter' enabling those creating a partnership to ask systematic questions of any potential partner to ensure a good fit with the goals / needs of the partnership. This tool should be used as a starting point for exploring a potential relationship by providing a basis for frank discussions with the key players involved at both senior and operational levels.

Understand
alignment of
interest



Agree an
overarching
vision



Agree a
common
purpose/
mission



Tool 2: Concept note template

To provide an early stage draft of the partnership idea to invite a more structured conversation with key partners. Content will likely be adapted in an iterative process and eventually inform the Partnering Agreement.



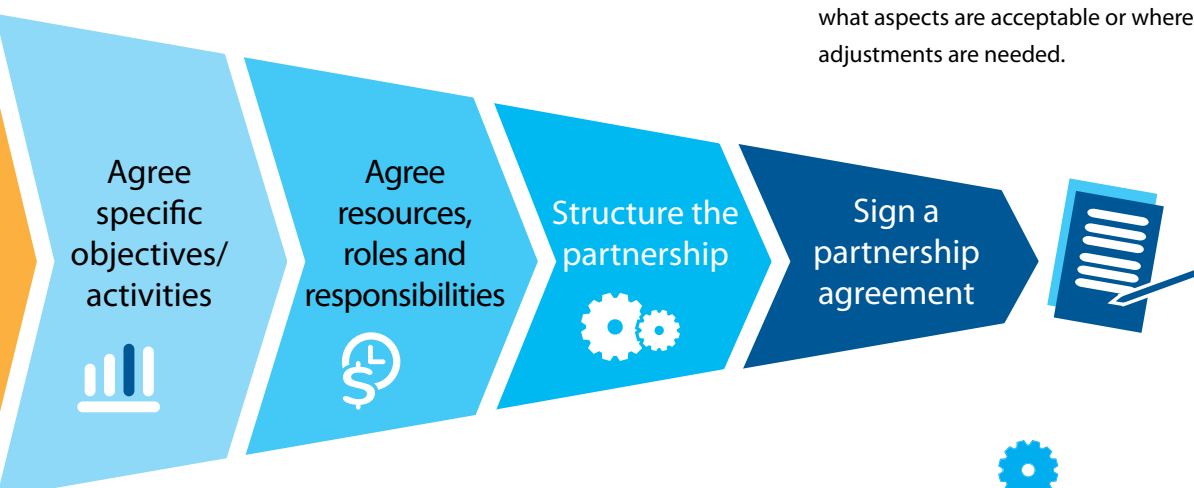
Tool 3: Strategic alignment checklist

This tool enables an organisation to undertake an internal review of the suitability of the partnership. The tool provides a checklist of the issues that each organisation can consider, minimising the risk of oversights at a later stage.



Tool 7: Partnership agreement scorecard

This tool can be used iteratively throughout the partnership development process. It provides an up-front review of the issues that need to be resolved by the time the partnership agreement is signed. On the front end, these issues can be used as an informal template, or to adapt/modify an existing organizational template. Near the end of the process, it can be used as a “scorecard” on a partnering agreement draft to determine what aspects are acceptable or where additional adjustments are needed.



Tool 4: Partnership planning

Partnership planning is an iterative process. It begins with an idea of the vision/mission/objectives of what the partnership will achieve and the resources required achieving it. This is followed by a reality check of available resources, and slight modification of the partnership vision/mission/objectives and so forth until the available resources and partnership ambition are exactly matched.



Tool 5: Resource mapping

The ‘resource mapping’ tool shows the broad range of resources that different organisations can bring to a well-managed partnership, beyond financial contributions. It also highlights the resources that a partnership needs to mobilise externally.



Tool 6: Building blocks of governance and operational structure

This tool presents ten areas of discussion for an effective partnership structure, ranging from accountabilities and legal structure through to communications and review processes. Alongside the outputs from the resource mapping tool and the partnership planning tool, the partnership structure tool will help to inform the partnership agreement.

9 The Zamsolar Partnership:

A worked example of the partnering journey

Using a fictionalised partnership example, this section sets out a systematic approach to developing a partnership, addressing such questions as where partnerships come from, how to identify stakeholders, and how to map resources within a partnership. It is designed to give a flavour of the partnership journey, and to provide an introduction to further information and support both within Zambia and internationally.



The Zamsolar Partnership

In Zambia's northern province, a locally well-known young entrepreneur selling pay-as-you-go scratchcards for mobile phones keeps hearing people complain of the difficulty of charging up their phones, which usually involves a long walk to the nearest charging point. The entrepreneur wonders if there might be a way to make it easier for people to charge their phones, but has no idea how it might work.

In conversation with the owner of a well-regarded local solar PV installation company (and distant relative of the entrepreneur), it emerges that there is a scheme in another part of the country: a pay-as-you-go scheme for renewable energy. Solar PV panels are installed on a number of homes and occupants are able to access energy using a code revealed on scratchcards. The model provides access to energy without having to make any upfront payments, which would otherwise place solar PV products out of the reach of most people.

The solar PV installation company is interested in working with the entrepreneur to pilot the scheme in the northern province, but wants the entrepreneur to pay the cost of the panels. The entrepreneur cannot afford the panels and the conversation goes no further. (⚙️ 1)

Meanwhile the government is looking to increase rural electrification as part of its sixth national development plan. An international donor organisation, one of whose focus areas is energy, agrees to host a conference at a well-appointed hotel in Lusaka on this aspect of the national development plan. The donor invites a broad selection of individuals and organisations, including the director of the solar PV installation company.



1 Partner assessment form

In the Zamsolar case, the owner of the PV installation company uses the partner assessment form to informally to guide his conversation with the young entrepreneur about working together. He asks questions about the entrepreneur's track record, relationship with current customers, relevant skills and financial assets. However, in the initial conversation, the owner unfortunately sees the entrepreneur's inability to pay for the PV panels as deal-breaker.



The Zamsolar case study



2 Concept note template

When the representative from the donor agency initiates the first meeting, they draft a quick partnership concept note, to illustrate potential roles and highlight a few key questions. When the potential partners meet, they start on the same page and the meeting is efficient and productive. The partners revise the partnership vision and mission slightly and then discuss desired objectives, activities and roles.

At the conference, the solar PV installation specialist mentions the entrepreneur's idea, and it emerges that the government is looking to invest some solar PV infrastructure in rural areas of the country, including the northern province. The government is doing this because providing solar PV in off-grid areas is cheaper and potentially more effective than extending the mains supply. However it has had limited uptake so far because people are suspicious of government schemes.

The solar PV specialist speaks to the government official responsible for implementing the scheme and it appears that there is some flexibility in how it is developed. A representative from the donor agency hosting the conference is brought into the conversation and agrees to set up a meeting between interested parties in order to make progress. (2)

The donor agency has some seed funding to help develop innovative projects and agrees to pay for a certain number of solar panels in the target areas, with the two conditions that the scheme must fit with the government's own development plan, and there should be no ongoing subsidy required for the project to succeed. A manager from an NGO hears about the scheme and asks to become involved in the discussion. Her NGO wants to increase the uptake of solar lighting in the country and has a large number of LEDs to donate to communities, but the organisation has no presence in the northern province. (3)

Discussions continue (and they are circular and painful at times) but eventually all organisations are in a position to move forward with the Zamsolar partnership, colloquially known as the solar scratchcard project. In brief, the government's role is to monitor the effectiveness of extending renewable energy to rural areas; the entrepreneur and solar PV specialist are jointly responsible for delivery of the project; the donor subsidises the cost of the solar PV installations and monitors development outcomes; and the NGO donates solar lights (which the entrepreneur offers as a free benefit to customers). (4,5)



3 Strategic alignment checklist

When the NGO manager learns of the potential scheme, she uses the strategic alignment checklist to sell the idea internally to her organization. This includes due diligence on the entrepreneur and PV installation company and a communication plan to mitigate any negative perceptions of "working" with the private sector. She also confirms their organizational capacity to distribute the solar lights in the northern province and the strategic value of reaching new beneficiaries.



4 Partnership planning

The Zamsolar partners meet two more times before each organization confirms internal buy-in on the specific activities required to initiate the pilot. During this iterative process the partners agree that a project manager will be needed (at least on a part-time basis) to move the pilot forward smoothly.



5 Resource mapping

In this case, seed funding is necessary to pay for the initial PV panels. However the non-financial resources the partners contribute are brainstormed through early conversations. Each partner brings something unique to the table, for example: the trust/reputation of the entrepreneur in the northern communities, the core technical expertise of the PV installation company, the legitimacy/authority of the government and donor agency to monitor outcomes, and the solar lights available through the NGO.




The Zamsolar case study



6 Building blocks of partnership structure

Before they draft the agreement, the Zamsolar partners have a meeting to work through their partnership structure. Convened again by the donor agency, the partners discuss practical issues of who and how decisions will be made, what type of management will be required, and how financial flows and reporting will be handled. At this stage, the partners agree that the government will host the pilot as an extension of an existing development program, with future potential to incorporate as a social enterprise.

A formal partnership agreement is signed to clarify roles, responsibilities, resources, activities and partnership governance. A part-time project manager is employed to help ensure the project remains on track. The project is piloted in five isolated settlements in the northern province. ( 6,7)

People trust the entrepreneur since they recognize him from selling phone scratch cards, and he is able to extend his business. The government gathers evidence that increased access to energy brings health and education benefits, since people are not only using the electricity for charging phones, but for solar lighting, reducing the reliance on polluting and unhealthy kerosene lamps. Educational benefits accrue, due to the fact that children are able to do their homework for longer. Following formal evaluation of the project, the donor makes a presentation at an internal 'best practice' meeting and it is replicated in another country.

By the end of the first year, the enterprise becomes financially viable and the grant funding from the donor is withdrawn. The entrepreneur and solar PV specialist, working as a joint venture, are able to extend the project to another 20 settlements in the northern province. Over time the project also gives the government confidence to extend off-grid renewable energy access and asks a well-known national utility company to replicate it across the country. Under pressure to meet self-imposed carbon reduction targets, and seeing the opportunity for a return on investment, the company takes on the project. The entrepreneur is retained as a part-time partnership adviser to the national utility company.



7 Partnership agreement scorecard

At this point, the partners have crafted the partnership vision/mission/objectives, planned the key activities and roles, mobilized financial and non-financial resources, and agreed the structural building blocks for the Zamsolar partnership. Therefore, most of the content required for the partnering agreement exists. The NGO representative agrees to develop and circulate an initial draft, highlighting remaining gaps using the partnering agreement scorecard. The partners meet to provide comments, and following a short round of revisions, senior representatives sign the agreement. At the same time, the donor agency grants a resource extension to procure the required PV panels is initiated through an existing agreement with the government.



The Zamsolar case study

The development challenge in the Zamsolar case study is access to energy in the northern province, but it could have been another development issue in any other part of the country, depending on local need. The partnership may also have been focussed more explicitly at a policy level rather than at the level of a product or service.

The role of the partnership broker

In the example above, the representative from the donor agency played an intermediary role that helped to move discussions forward. The small meeting or workshop that was pulled together following the conference would have required facilitation skills in order to generate a concrete outcome.⁹

The donor manager can be described as playing a 'brokering' role; i.e. a role that brings together disparate elements, organisations and issues and helps to crystallise them into a partnership. A broker is an individual who is likely to have prior experience of engaging in or even managing a partnership, and is able to identify when a partnership might emerge, and help to develop it.¹⁰ A broker can recognise what

stage of the journey a partnership has reached, and how best to reach the next milestone.

A broker may also have access to a range of tools, some of which are profiled in this section, which can help to speed things along. Partnerships can take place without a broker and without tools, but the presence of both can reduce timescales, increase the chances of success, and enhance the likely impact.

For example an important brokering skill is the ability to act as an interlocutor between different types of sector. For example, the entrepreneur in the above example would not be thinking in terms of 'solving development challenges' or 'increasing access to energy' – which is development language – but much

more in terms of securing a livelihood for himself through making it easier for people to charge their phones.

A broker is able to see when one person's business opportunity is another person's development solution.

As a result of all of the Zamsolar partners collaborating to achieve a common goal, a number of external benefits were realised, including: increased access to energy; economic growth; health and education benefits; and reduced carbon emissions. None of the partner organisations operating individually could have delivered these benefits alone. In addition, each individual organisation received benefits, as summarised in the table below.

PARTNER	CONSTRAINT	BENEFIT OF PARTNERSHIP
Mobile phone entrepreneur	Lack of access to capital to fund solar PV equipment	Expanded livelihood
Solar PV specialist	Lack of customers for expensive products	New business model
NGO donating LEDs	Lack of presence in community	New beneficiaries
Government	Lack of uptake of off-grid energy solutions	Community acceptance of solar PV; delivery of element of sixth national development plan (increased rural electrification)
Donor	Lack of locally-owned, locally relevant solutions to development challenge	Delivery against target for increased access to energy
National utility company	Traditional electricity market saturated and increasingly expensive	Business growth through new renewable energy products and services

9. Guidance note 7 (pp. 63 – 68) of *The Brokering Guidebook*, a freely downloadable resource from The Partnering Initiative, sets out some considerations when facilitating a partnership workshop.

10. ZBiDF comprises a team of partnership brokers with specialisms in the areas of mining, manufacturing and agriculture.

TOOL 1



Partner assessment form

To provide basic due diligence

USE: To build internal organisational comfort for working with partner organisations	PARTNERING PHASE: Scoping & Building
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A prompter enabling those creating a partnership to ask systematic questions of any potential partner to ensure a good fit with the goals / needs of the partnership. This tool should be used as a starting point for exploring a potential relationship by providing a basis

for frank discussions with the key players involved at both senior and operational levels, especially when working with new organisations. It is designed to raise appropriate questions – not to provide definitive screening.

Does the prospective partner organisation have?	CURRENT STATUS A review of: <ul style="list-style-type: none"> • What you know so far • The reliability of your sources of information • Whether you have enough information upon which to base a decision 	FURTHER ACTION A note of: <ul style="list-style-type: none"> • Further information required • Remaining concerns • Timetable and criteria for making a decision about suitability
1. A good track record?		
2. Reasonable standing / respect within their own sector?		
3. Reasonable standing / respect from other sectors and other key players?		

Does the prospective partner organisation have?	CURRENT STATUS	FURTHER ACTION
4. Wide-ranging and useful contacts they are willing to share?		
5. Access to relevant information / resources / experience?		
6. Skills and competencies that complement those of your organisation and / or other partners?		
7. Sound management and governance structures?		
8. A record of financial stability and reliability?		
9. A stable staff group?		
Are the staff in the partner organisation		
11. Experienced and reliable in the development of projects?		
12. Successful at mobilising and managing resources?		
13. Good communicators and team players?		

TOOL 2



Partnership concept

Template for early communication

USE: To provide an early stage DRAFT of the partnership idea to invite a more structured conversation with key partners. Content will likely be adapted in an iterative process and eventually inform the Partnering Agreement.	PARTNERING PHASE: Scoping & Building
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Introduction

- What issue/problem does this partnership address?
- What important context should the partners consider?

Justification for action

- What is the reason for collaboration? (Why is partnership the necessary solution?)
- How does the partnership address individual partners' strategic priorities?

Partnership opportunity

- What is the potential over-arching goal partnership?
- What are the potential objectives of the partnership?
- What potential collaborative activities will the partners pursue to advance the partnership?

Potential Partners, Interests & Roles

Partner	Organizational Interest	Role
Potential Partner 1	Partner 1's potential interest...	Partner 1's potential role...
Potential Partner 2	Partner 2's potential interest...	Partner 2's potential role...
Potential Partner 3	Partner 3's potential interest...	Partner 3's potential role...

Resources

- What potential resources (financial and in-kind) might be required to actualize the partnership?
- What potential resources (financial and in-kind) might be required to facilitate the partnering process?

Risk management

- What potential conflicts, concerns, risk might this partnership present?
- How might they be managed?

TOOL 3



Internal prospective partnership assessment

Reaching a go/no-go decision

USE:

For an individual organisation to assess the value, risks and implications of a partnership opportunity and inform a go/no-go decision

PARTNERING PHASE:

Scoping and building, prior to developing a partnership agreement

Partnerships should not be entered lightly. They are an important commitment with the potential to bring in significant value but they are not without risks and often suffer high transaction costs. This tool is used to help organisations assess the value, risks and implications of a partnership in order that they can confidently go ahead, know that more information is required, or decide not to proceed.

All but the simplest partnering tends to be iterative in approach, with more and more relevant information becoming available as the partnership takes shape. Hence this tool will be a living document, updated and adjusted as the details become better known.

The tool is in two parts – an information sheet to capture the base information, and a checklist to see at a glance where the partnership is in terms of the criteria the partnership prospect must pass before going ahead.

CHECKLIST KEY

- ☐ Insufficient information on which to make a judgment
- ☒ Not acceptable
- ☒ May be acceptable with adjustments
- ☒ Acceptable

CHECKLIST

Area	Assessment				Outstanding issues / further information required
Acceptable partner (including due diligence)					
Partnership fits with organisational mandate					
Partnership provides significant value / impact					
Costs are acceptable in relation to value gained					
Risks are sufficiently low or well mitigated					
Sufficient financial resources to implement					
Sufficient internal resources / capacities are available					
Implications are acceptable					
Sufficient buy-in from relevant staff / divisions / country offices					
Decision status as of date:					Decline Continue to pursue Go ahead

INFORMATION SHEET

Overview

- Context and drivers
- Vision, mission, objectives and activities
- Why partner – leverage resources; combine resources to innovate; tackle complexity / transformation?
- Non-partnership alternative approach (if applicable)
- Expected role of organisation

Prospective partner(s)

- Partners' interests / priorities
- Partners' commitment and expectations
- Due diligence
- Working experience of partner to date

Fit

- With organisational mandate
- With organisational strategy
- With current programmes / obligations / other partnerships

Benefits / value

Understanding all forms of value to the organisation:

- Contribution to mission / impact for ultimate beneficiaries
- Increased capacity to deliver
- Increased technical expertise / knowledge
- Additional resources / funds
- Creativity / innovation / sustainability
- Positioning / visibility
- Political benefits
- Positive branding / reputational
- Influence
- Access to new networks / constituencies
- Making the organisation increasingly a 'partner of choice'

Implications

- What precedent (if any) does it set?
- Obligations / commitments being made – is there an 'exit strategy'?
- Effect on other relationships / reputation
- Potential unintended consequences
- Accountability

Costs

- Analysis of transaction, implementation and possible over-run costs

Risks

Along with the potential benefits, the organisation needs to assess the risks for prospective engagements and consider ways to mitigate those risks. Note that the risks below are risks relating to the partnership itself. There will also be risks related to the project.

- Going beyond mandate
- Loss of programmatic focus
- Duplication of efforts
- Ability to deliver on commitments
- Overlong time investment
- Financial implications
- Lack of sufficient capacity to deliver
- Empowering others without legitimacy
- Interference with natural systems / distorting the market
- Compromising neutrality or independence / reputational issues
- Loss of autonomy on key issues
- Risk to existing relationships
- Implied endorsement

Practicality

- Funding sources for implementation
- Internal buy-in from relevant staff / offices
- Sufficient resource that can be committed
- Sufficient internal skills and competencies to deliver

Evaluation

- Clear measures of success from the organisation's perspective

Outstanding issues and next steps

- Outlining what decisions / further actions are recommended, by when and by whom

TOOL 4



Partnership planning template

Tool for iterative planning

USE:

To provide the basis for a workplan for the partnership

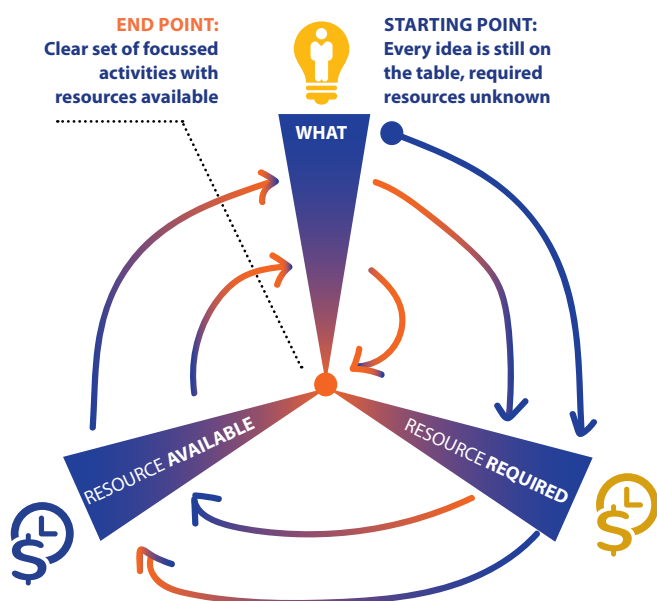
PARTNERING PHASE:

Scoping & Building

Partnership planning is an iterative process. It begins with an idea of the vision/mission/objectives of the partnership and the resources required to achieve them. This is followed by a reality check of available resources, and slight modification of the partnership vision/mission/objectives and so forth until the available resources and partnership ambition are exactly matched.

The following definitions provide a starting point for partners to begin this iteration. As the process proceeds the accompanying table can help to clarify and capture who can bring and do what for each activity.

- **Vision:** The big, overarching, inspiring way in which the world will be different.
- **Mission:** The fundamental purpose of the partnership – what specific contribution the partnership will make towards the vision (i.e. the partnership does not need to achieve the whole vision itself). An effective mission statement defines why the partnership exists and describes what it should be doing.
- **Objectives:** The specific goals / desired end state the partnership wants to achieve. Where the partnership will be at a specific future point.
- **Activities:** Specific actions/projects/programmes to accomplish the partnership's objectives.
- **Measurement:** What are the specific measures of success of the partnership's activities?



ACTIVITIES	Partner 1	Partner 2	Expected measurable outputs	Expected contribution to vision and mission
Activity 1	Resources brought, roles, responsibilities...	Resources brought, roles, responsibilities...	Tangible products, services etc. produced / delivered by partnership	Explanation of how the outputs will achieve the ultimate aim of partnership
Activity 2				
Activity 3				
Activity 4				
Activity 5				

TOOL 5



Resource mapping

What can we collectively bring to the table?

USE: To demonstrate the wide array of potential resources available and have organisations understand what they can bring.	PARTNERING PHASE: Scoping & Building
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Prior to formalising a partnership, it is important for the partners to consider what resources will be needed for the agreed project or programme of work, what resources they themselves can bring to the table, and any external resource requirements.

Cross-sector partnerships are about maximising the value gained from combining available resources of all kinds. While in some cases there may be a funding requirement (for example to enable an NGO to bring its resources to the table), working across societal sectors brings with it a wide and diverse range of important or essential non-financial resources:



Typical contributions of the different sectors are shown in the table below:

NGOs	Business	Government	International Agencies	Donors
<ul style="list-style-type: none"> • Technical knowledge / capacity • Access to and deep knowledge of communities • Legitimacy / social capital • Passion and people-focus 	<ul style="list-style-type: none"> • Brands and access to customer base • Business planning and project management • Innovation / efficiency • Value chains • Infrastructure / logistics • A market-based / value creation approach • Financial and in-kind contribution 	<ul style="list-style-type: none"> • Regulatory framework (e.g. licenses for water etc.) • Integration with public systems / long term planning • Taxation policy • Capacity building (e.g. agricultural extension services) • Provision of land and supporting infrastructure • Democratic legitimacy 	<ul style="list-style-type: none"> • Political access • Technical support • Legitimacy and impartiality • Access to a global network 	<ul style="list-style-type: none"> • Technical support • Funding • Political access

TOOL 6



Building blocks of partnership structure

Tool to clarify the parameters of partnership governance and operations

USE:

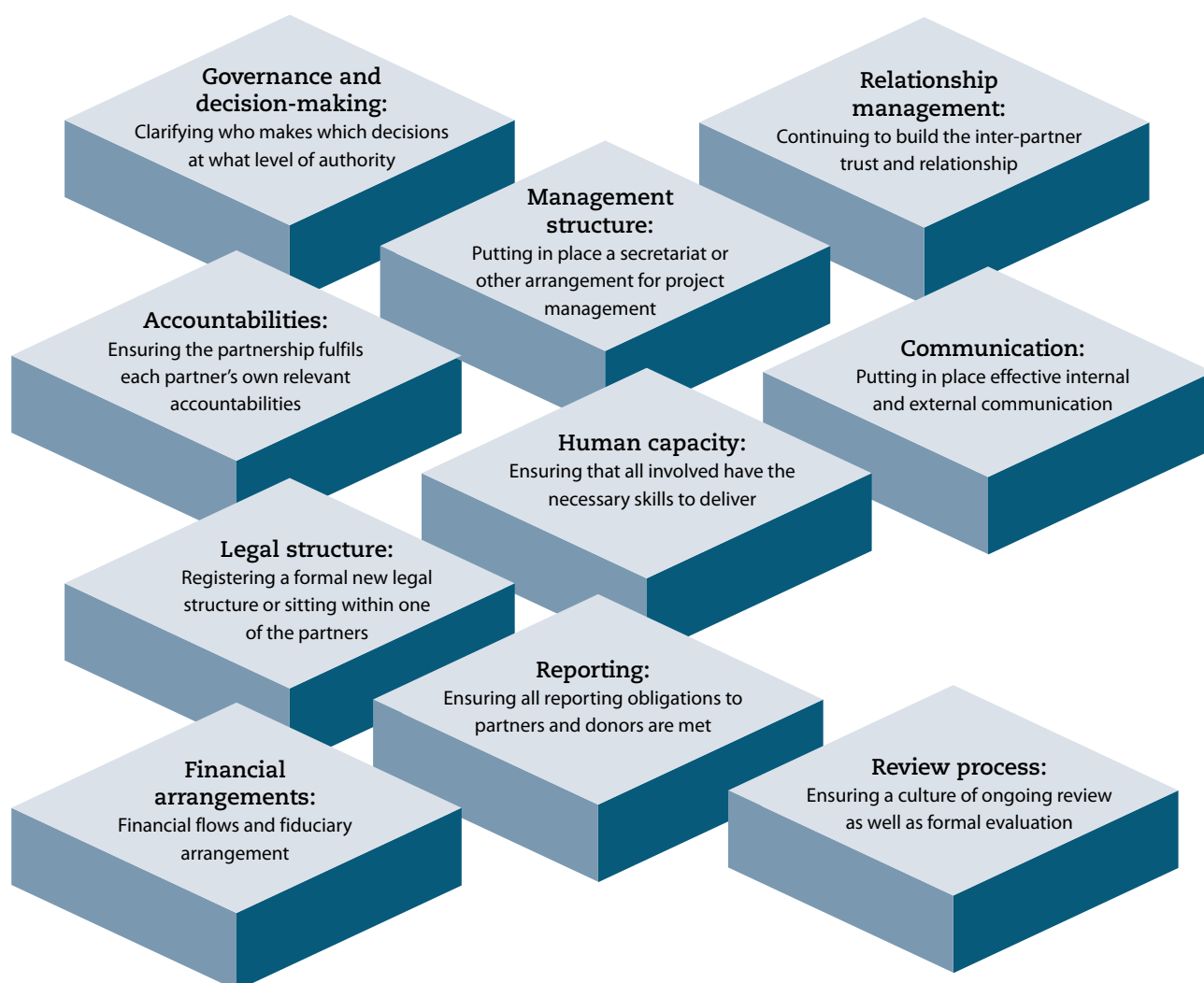
To provide prompting questions for the governance and operational structure of the partnership

PARTNERING PHASE:

Scoping & Building

This tool presents the ten areas of discussion for an effective partnership structure. Alongside the outputs from the resource mapping tool and the partnership

planning tool, the partnership structure tool will help to inform the partnership agreement.



TOOL 7



Partnering agreement scorecard

Ensuring the essential elements are in place

USE:

To ensure a partnership agreement contains the essential elements

PARTNERING PHASE:

Development of a partnering agreement or review & revision phase

The ideal partnering agreement is designed to capture an agreed collaboration that has been **co-created** (not imposed by one or other partner). Often such an agreement can be split into an over-arching partnering MoU alongside other forms of agreement or contract for the delivery of specific activities or transfer of financial resources. Ideally the agreement becomes an expression of the vision, aspirations, hoped-for results of the partnership both from each partner's perspective, and collectively, rather than simply a means of control.

By attempting to embed the core partnering principles of **equity, mutual benefit** and **transparency** into the agreement, the process itself can help push a **transactional** relationship towards being more of a partnership. As with other tools, this can be used iteratively through the development of the partnership. For example, it can be used as an initial template to guide development of an agreement and/or later on as a checklist to review an agreement draft. For examples of actual partnering agreements or custom templates please contact TPI or ZBiDF.

☐ Not relevant
 ☐ Not in place
 ☐ Partially in place
 ☐ Fully in place

INGREDIENT	Assessment				COMMENTS (e.g. what could be adapted to make it more appropriate to a partnership?)
WHO?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Description of partner organisations (inc. mission)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Identification of representatives and their status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
WHY?					
Vision statement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Shared objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Individual partner objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Underlying values and principles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

INGREDIENT	Assessment				COMMENTS
WHAT?					
Proposed project / activities					
Outline work plan					
Resource commitments from each partner					
Roles and responsibilities					
Performance indicators					
Sustainability strategy					
Risks (collective and to each partner)					
WHEN?					
Timeframes					
Milestones					
HOW?					
Relationship management protocols					
Governance arrangements					
Decision-making procedures					
Funding arrangements (possibly covered by further contracts)					
Measures to mitigate risks					
Measures to strengthen partnering capacity					
Metrics for monitoring & measuring partnership performance against each partners' objectives & shared objectives					
Health check / review procedures					
COMMUNICATIONS?					
Procedures for ongoing partner communications					
Rules for branding (using own, each other's)					
Rules for the public profile of the partnership					
Intellectual property and confidentiality rules					
Protocols for communicating with constituents and other interested parties					
WHAT IF?					
Grievance mechanism to resolve differences					
Rules for individual partners to leave or join					
Exit ('moving on') strategy for partnership as a whole (in particular to ensure sustainability of outcomes)					

Where can I find more guidance on cross-sector partnership?

There is an increasing amount of guidance, case studies and research freely available online to support partnership development.

- **AgPartnerXChange** is changing the enabling environment for PPPs in agriculture through sharing knowledge and tools and catalyzing solutions to common challenges. www.apxc.org/home-2
- **Business Fights Poverty**, the world's largest network of professionals harnessing business for social impact, has a zone on partnerships. www.partnerships.businessfightspoverty.org
- **Devex Impact** is a global initiative by Devex and USAID in partnership with top international organizations and private industry leaders. Partnerships can be searched for by location and/or topic at www.devex.com/impact/partnerships
- **Multistakeholder Collaboration for Healthy Living Toolkit for Joint Action** provides step-by-step guidelines, hands-on templates, practical resources and case studies. www.weforum.org/reports/multistakeholder-collaboration-healthy-living-toolkit-joint-action
- **The Partnering Initiative** supports the development of tools and guides and facilitates the exchange of knowledge and experience of partnership practitioners worldwide. www.partnerinit.org
- **The Shared Value Initiative** is a global community of leaders who find business opportunities in societal challenges. www.sharedvalue.org/resources
- **The UN-Business Partnership Hub** supports and facilitates collaboration between the UN and the private sector. The site provides a wealth of inspiration/information and matches UN needs with the resources of businesses around the world. www.business.un.org/en
- **USAID and the Office of Innovation and Development Alliances/Global Partnerships Division** provide tools and resources to assist in building public-private partnerships. www.usaid.gov/gda/gda-tools-resources
- **The Zambia Business in Development Facility** supports public private partnership action on key business and development challenges. Provides partnering tools and information about key events, blogs and trainings in Zambia. www.zbidf.org



Business Partnership Action (BPA)

BPA is a centre of excellence to develop the enabling infrastructure required to scale up public-private collaboration towards the post-2015 development goals. BPD supports the creation of locally-owned and run country-level platforms or Hubs that systematically bring together government, business, donors, the UN and NGOs to demonstrate the alignment of interests, facilitate innovation and directly support 'win-win' partnerships between companies, international agencies, government and NGO to achieve sustainable development priorities.

www.partnershipaction.org



The Partnering Initiative (TPI)

The Partnering Initiative (TPI) is an independent not-for-profit organisation dedicated to driving cross-sectoral collaboration for a sustainable future. For over a decade, TPI has been a leading pioneer in the development of the theory and practice of partnering; in supporting organisations from all sectors to partner effectively and strategically; and in building the capacities and putting in place the infrastructure to scale up collaboration worldwide.

www.thepartneringinitiative.org



The Zambia Business In Development Facility (ZBiDF)

ZBiDF is a multi-stakeholder platform, comprising champions from business, government, donors and civil society in Zambia. ZBiDF's mission is to systematically support, catalyse and scale cross-sector partnerships in order to unleash the power and resources of business on development goals while simultaneously achieving business benefits. ZBiDF is focused on maximising partnership effectiveness, increasing innovation, and mainstreaming the use of partnering tools and processes in the agriculture, extractive, manufacturing and tourism sectors.

www.ZBiDF.org



African Management Services Company (AMSCO)

AMSCO is a pan African organisation that provides integrated human capital development solutions to private and public businesses across sub-Saharan Africa. AMSCO has over 26 years evolved to become the leading advisory solutions provider, working to address the issue of market systems and capacity failures through management and skills development. AMSCO works directly with private enterprises and through Public Private Partnerships (PPPs) to assist companies to become globally competitive, profitable and sustainable.

www.amsco.org



Swedish International Development Corporation (Sida)

Sida is a government agency working on behalf of the Swedish parliament and government, with the mission to reduce poverty in the world. Through its work and in cooperation with others, it contribute to implementing Sweden's Policy for Global Development (PGU).

www.sida.se



Embassy of Sweden

Sweden has been cooperating with Zambia since 1965, with the overall objective to continue to contribute to poverty reduction. The Embassy of Sweden in Zambia represents Sida on the agreement with AMSCO to implement ZBiDF. It provides a timely interface for programme supervision, management and support.

www.swedenabroad.com/lusaka

The Zambia Business In Development Facility (ZBiDF) is one of the Business Partnership Action hubs initiated by TPI. The development process of the hub in Zambia is managed by the African Management Services Company (AMSCO) with support from Sida and the Embassy of Sweden.



Part of TPI's Toolbook Series:
www.partnerinit.org/publications/toolbook-series