1.7 SCOPING AND BUILDING

Value assessment framework

USE IT
To systematically assess what value a partnership might create, or is creating, and at what cost

WHEN
All phases: while building the partnership and throughout its life

WHO
Partners together for the partnership as a whole; each partner for its own costs and benefits

A partnership is only worth the effort if it creates value that could not be achieved otherwise, and if each partner gains more than it puts in. This framework looks at value at two levels: the partnership as a whole, and each individual partner.

The partnership as a whole: sources of collaborative advantage

1. Complementarity
Bringing together essential complementary resources: impact from a complete, workable solution impossible without the full set.

2. Systemic transformation
Harmonising key system actors' resources and instruments, leading to a steady state that keeps delivering value.

3. Standards
Creating collective legitimacy and knowledge to develop norms, standards and policies that raise the bar across a sector.

4. Innovation
Combining diverse resources, thinking and approaches to create more effective approaches, technologies, services or products.

5. Holism
Convening a full range of actors across traditional silos for more workable, context-appropriate approaches.

6. Shared learning
A mechanism for collective learning and capability building, leading to more effective practice.

7. Shared risk
Sharing the risk of major investment or implementation, so organisations can act jointly where alone it would be too risky.

8. Synergy
Aligning programmes and resources to get more impact from the same inputs, or the same outputs from fewer.

9. Scale

Combining delivery capacity across geographies to take successful approaches to scale.

10. Critical mass

Providing enough collective weight or boldness to deliver otherwise impossible outcomes.

Which collaborative advantages, and what extra impact (the partnership difference), do we expect?	How will we know this value is being created?

Each partner: potential benefits

Achieving strategic mission

- **Direct:** delivering strategic objectives, such as an NGO's programme or advocacy goals, or a company's new business or a sustainable supply chain
- **Along the theory of change:** indirect contributions, such as standards or behaviours that support an objective, or an enabling environment and systemic shifts

Organisational gains

- **Leveraged resources:** funding, cost savings (for example from shared services), and in-kind goods, services or volunteers
- **Intangible gains:** social and political capital; connections; legitimacy; reputation; market advantage; influence and positioning; knowledge and capacity; innovation; staff morale and retention

Each partner: potential costs

Transaction costs

Partnerships take significant time to develop and manage: staff time, social and political capital, and some hard costs such as travel, office space and equipment.

Implementation costs

- **Staff time:** all staff time plus overheads, at full cost recovery
- **Hard costs:** money and other resources with a financial value
- **Non-tangible:** social and political capital used

Cost and benefit, per partner

Partner benefits	Partner costs

Partner benefits	Partner costs

Cost / benefit analysis

Adapted from The SDG Partnership Guidebook (Tool 4, p.84). © The Partnering Initiative. More tools at thepartneringinitiative.org/resources/type/tool/