




EVALUATION OF CROSS-SECTOR PARTNERSHIP: AN EXPLORATION



UN CSD, May 12th 2008





All slides Copyright
IBLF © 2008
(except where otherwise attributed)



About IBLF/The Partnering Initiative





the partnering initiative


Developing the Art and Science of
Cross-sector Partnership




Partnering as an 'Art' requires:

- Insight / imagination / feeling
- Vision (of the future)
- People skills
- Active listening
- Personal engagement





Partnering as a 'Science' requires:



- Knowledge / analysis / thinking
- Understanding (of the past)
- Admin / project management skills
- Precise speaking
- Professional detachment



ABOUT IBLF

- Leaders in systematizing effective partnering practice...




ABOUT IBLF 

- Training courses for partnering capacity building run throughout the world...

**POSTGRADUATE
CERTIFICATE IN
CROSS-SECTOR
PARTNERSHIP**


**Partnership Brokers
Accreditation Scheme**



Partners in Action

ABOUT IBLF 


- Changing systems: Partnering with Governments

gtz


International
Business
Leaders
Forum



**SHELL
FOUNDATION**


RioTinto




Microsoft



PROGRAMME ON EVALUATION 





GETTING BETTER
Using tracking, review and evaluation to
critique and strengthen partnerships for
sustainable development

TRAINING TEAM 




Darian
Stibbe

IBLF

YOU BRING... 

- Your personal and professional knowledge, experience, insights, thinking, examples...



WHO ARE YOU? 





- Name
- Organisation
- Reason why you're here

ALTERNATIVE TITLE



Panel Dialogue – “Sustainable Development Partnerships, What Have We **earned?**”
(11:30am – 1:00pm)

WORKSHOP OBJECTIVES



- To better understand the needs for and challenges involved in evaluating cross-sector partnership
- To introduce and develop a framework to systematize the ‘what’ of evaluation
- To investigate some practical methods for evaluation

OVERVIEW



- Why
- What
- When
- How
- Who

CROSS-SECTOR PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT ARE...



- Multi-sector partnerships are **alliances...**
- Between organisations drawn from the **different sectors** of society – (government, business and civil society) ...
- Which commit to work collaboratively on a project or programme to pursue **sustainable development goals...**
- In which all partners **bring complementary resources, contribute to the design** of the programme...
- And share **risks,**
- And **benefits** in achieving their own, each others, and the overall partnership’s objectives.

DEFINITIONS



- Evaluation?
- Review?
- Monitoring?
- Tracking?

WHY EVALUATE?



- Check the health of the partnership
- Inform decision making: stimulate growth, remove obstacles & make improvements
- Capture learning, provide good stories to disseminate, capture the story of the partnership’s development
- Check that benefits of partnership outweigh the costs for all partners
- Demonstrate the above to senior management in all partner organizations / donors / potential partners
- Demonstrate that partnering approach has ‘added value’ over other approaches
- ...

WHY EVALUATE?

TO IMPROVE THE EFFECTIVENESS / EFFICIENCY OF THE PARTNERSHIP

DEMONSTRATING DELIVERY AND IMPACT

TO LEARN FROM THE PARTNERSHIP

the partnering initiative

ONE MODEL FOR EVALUATION

Partners in Action

the partnering initiative

WHY ARE PARTNERSHIP SO SPECIAL?

- In what ways is evaluating a partnership any different from evaluating and other sustainable development projects?

the partnering initiative

COMPLEX WEB OF RELATIONSHIPS

the partnering initiative

MULTIPLE FORMS OF PARTNERSHIP

Different aspects of partnership

- Theme/Sector
- Reason for Partnering
- Types of Objective
- Membership
- Geographic Scope
- Structure

the partnering initiative

PARTNERSHIP TYPOLOGY

By Partnership Model

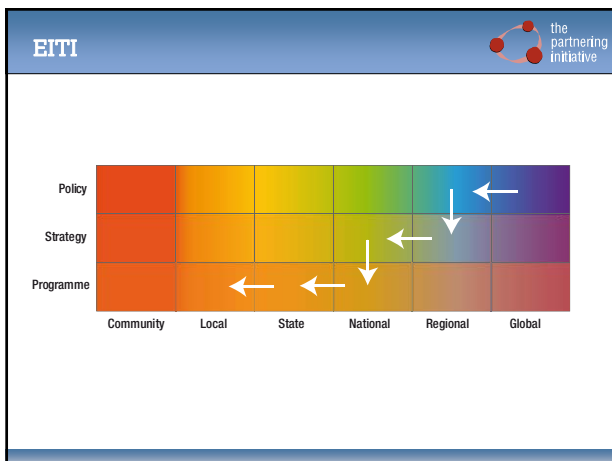
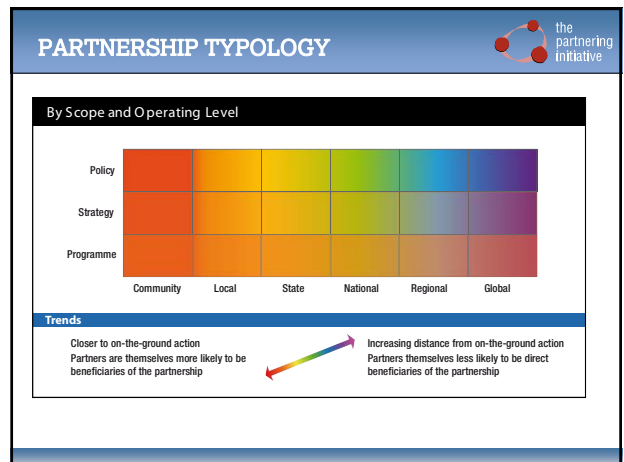
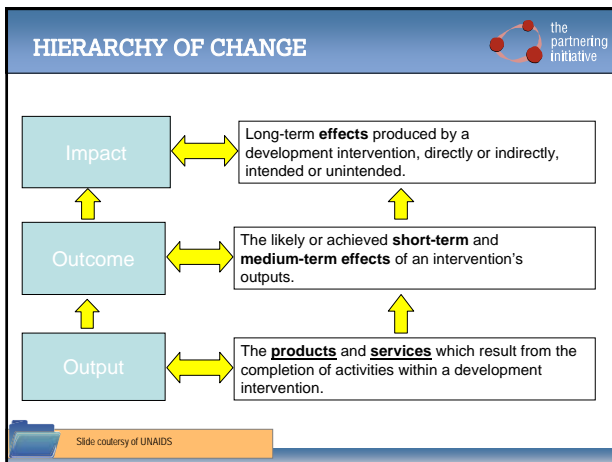
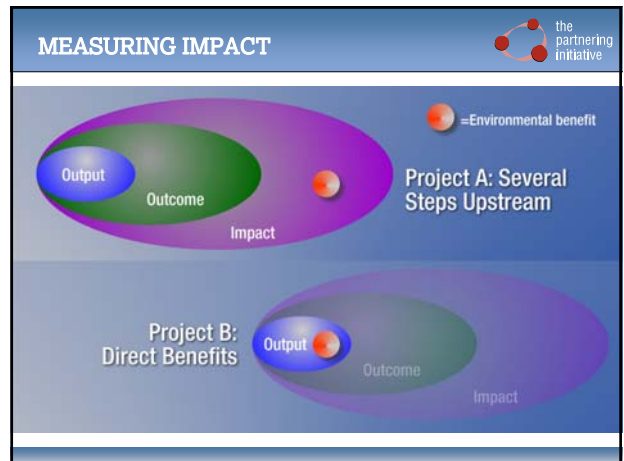
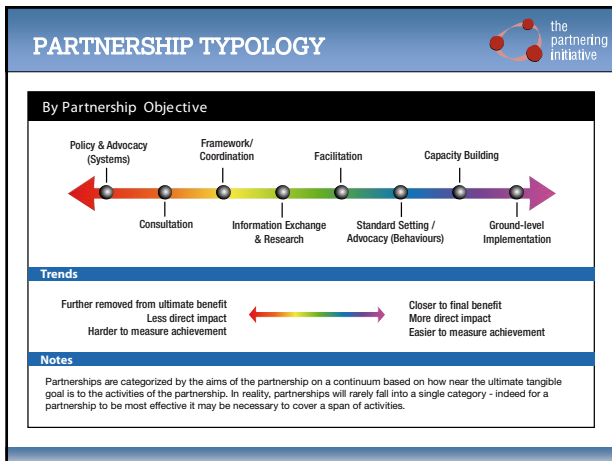
*Based in part on Caplin 2007

Trends		
Larger number of 'partners'	←	Smaller number of 'partners'
Weaker sense of ownership / commitment		Stronger sense of ownership / commitment
Lower partner investment, potential risks and returns		Higher partner investment, potential risks and returns
Less tangible objectives		More tangible objectives
Non-binding agreement more likely		Binding legal agreement more likely
Less clear non-partnership alternative approach		Clearer alternative non-partnership approach

Notes

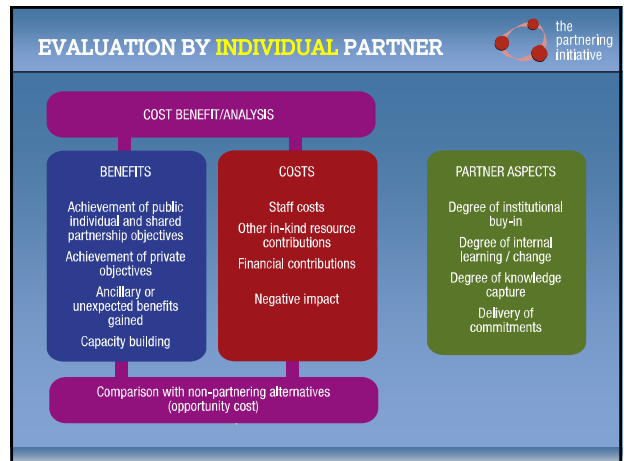
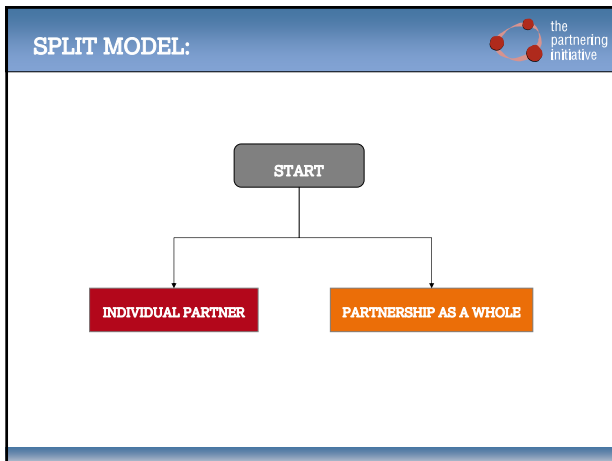
The word 'partnership' is commonly used to encompass a variety of different models. Clearly the characteristics of a network of hundreds of organisations will be very different to a joint venture between two organisations.

the partnering initiative



the partnering initiative

Towards a framework...



DEGREE OF INSTITUTIONALISATION

- Would your partnership survive the No. 73 bus test?

PARTNERSHIP AS A WHOLE

- Working in groups each concentrating on one of the topics below, come up with a list of aspects of a partnership you would evaluate:
 - Partnership setup
 - Partnership operations
 - Partners relationship

PARTNERSHIP SUCCESS FACTORS

- Solid base of joint commitment and understanding
- Clear plan for achieving the goals
- Clear roles and responsibilities
- Sufficient resources committed from all partners
- Appropriate level of formality
- Good 'leadership'
- Clear and enforceable lines of accountability
- Partners communicate in productive and supportive ways
- Appropriate indicators to monitor and improve the success and progress of the partnership

CIELAP

EVALUATION BY PARTNERSHIP AS A WHOLE

ANALYSIS OF PARTNERSHIP

SETUP

- Governance / accountability structure
- Complete documentation
- Sufficient partner buy-in
- Sufficient resources from partners and externally
- Clear division of roles and responsibilities
- Right partners?
- Appropriate objectives?
- Equity
- Transparency
- Balance of benefits

OPERATIONS

- Communications and partner relations
- Fulfillment of partner commitments
- Financial operations
- Efficiency of secretariat
- Sufficient resources
- Project management
- External communication / relations

COSTS

- Total resources (financial and in-kind)
- Transaction costs

IMPACT

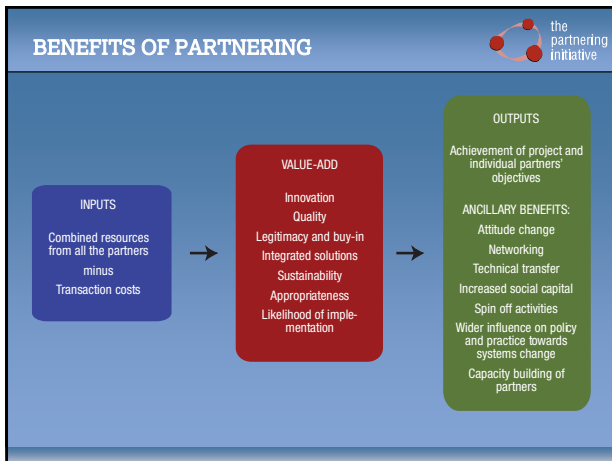
- Achievement of objectives
- Quality and sustainability of solution
- Other additional benefits and negative impact from project operations

PARTNERSHIP APPROACH

- Added-value of partnership approach
- Ancillary benefits to society (inc. capacity building of partners)
- Weighing up benefits compared to transaction costs

ONGOING TRACKING / REVIEW

- Achievement of objectives
- Additional benefits
- Resources
- Transaction costs



Measuring partnership ADDED VALUE

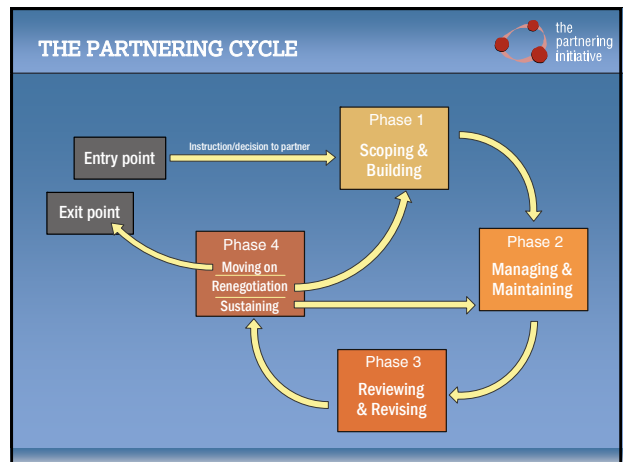
$$AV = (OP + SC + OB) - (RC + NA + EF + OC + FC)$$

Key:

- *AV* = Added Value of a Partnership
- *OP* = Outcomes of the Partnership
- *SC* = Social Capital
- *OB* = Other Benefits and Unexpected Impacts
- *RC* = Resources Contributed
- *NA* = Net Benefit of the Next Most Likely Alternative
- *EF* = External Factors / Developments
- *OC* = Opportunity Costs (e.g. time spent)
- *FC* = Facilitation Costs

Michael Warner BPD Natural Resources, and Partnership Brokers Accreditation Scheme

When to evaluate?



How to evaluate?

PERCEPTIONS OF EVALUATION

- How can you build buy-in to an evaluation?

SAMPLE STEPS



- Step 1: Agree TOR of evaluation among partners
- Step 2: Agree who will lead/conduct the review
- Step 3: Agree areas to be examined/data to be gathered, indicators
- Step 4: Discuss concerns, e.g. regarding transparency and confidentiality, objectivity, etc.
- Step 5: Agree how to present findings
- Step 6: Agree what to do with findings

INDEPENDENT REVIEW



- Consultant meets with representative group from each partner organization (separately)
 - Facilitates a SWOT analysis
 - Explores views of expected and unexpected outcomes
 - Leads a discussion on priorities
 - Asks: *'What would need to change to achieve these priorities?'*
- Writes up findings and makes recommendations
- Facilitates meeting with all partners
- Facilitates decisions on what to do next

WHAT CAN INHIBIT PARTICIPATION IN A PARTNERSHIP?



Cause of low or non-participation	Possible action to address
Indifference	Review / revise incentives
Feeling intimidated	Review / change working culture
Disenfranchised	Revise structures / working methods
Lack of confidence / capacity	Give more support / time / skills where needed
Distracted	Align partnership / partner priorities better

ADAPTED FROM BPD WATER AND SANITATION

A WARNING!



If the review methodology is not participatory it is likely to seriously undermine / damage the partnership...

...it may even destroy it.

Partnership Brokers Accreditation Scheme

SOME MORE RULES OF THUMB...



Any truly valid and effective evaluation / review of a partnership always need to:

- Involve all partners & key stakeholders in design and data collection
- Include a genuine feedback loop so that the process truly informs the development of the partnership
- Find a good balance between external 'objectivity' and internal knowledge / experience of the partnership's history

Partnership Brokers Accreditation Scheme

SOME EMERGING RULES OF THUMB



- The partners themselves know best what benefits / value they have derived from the partnership
(but they might need some help understanding what they know)
- The partners are quite capable of articulating their experience(s)/ benefits
(but they may need an appropriate setting in which to feel comfortable / 'safe' doing this)
- The partners themselves are most likely to co-operate with the process when they have been part of creating it
(but they might welcome some help in shaping their thinking)

Partnership Brokers Accreditation Scheme