



S/GP Definition of Partnership

- ▶ A partnership is a collaborative working relationship between the USG and non-government partners, in which the goals, structure, and governance of the partnership, as well as the roles and responsibilities of each partner are mutually determined. Partnerships:
 - ▶ Are based upon the convergence of interests between USG and non-government partners that advance the objectives of each respective organization;
 - ▶ Require shared risk, investment (direct or indirect), and potential reward for all partners; and
 - ▶ Result in the leveraging of unique partner skills and assets, producing outcomes with greater impact than could be achieved independently.

PHASE ONE: Scoping



- Reviewing goals for PPP opportunities
- Internal ground-truthing



Reviewing Goals for PPP Opportunities

- Overlapping strategic interests - Consider potential natural allies
- The synergies and value-add of partnering - Determine what would make partnering worth the effort

SCOPING

PARTNER ID

ENGAGEMENT

DEFINITION/
FORMATION

IMPLEMENTATION

MEASURING

RENEWAL/
CLOSURE

Internal Ground-Truthing

- Consensus around need - Start by building an internal alliance
- Organizational reality check - Identify institutional assets and liabilities
- Self assessment - Surface your own assumptions and expectations and check your readiness



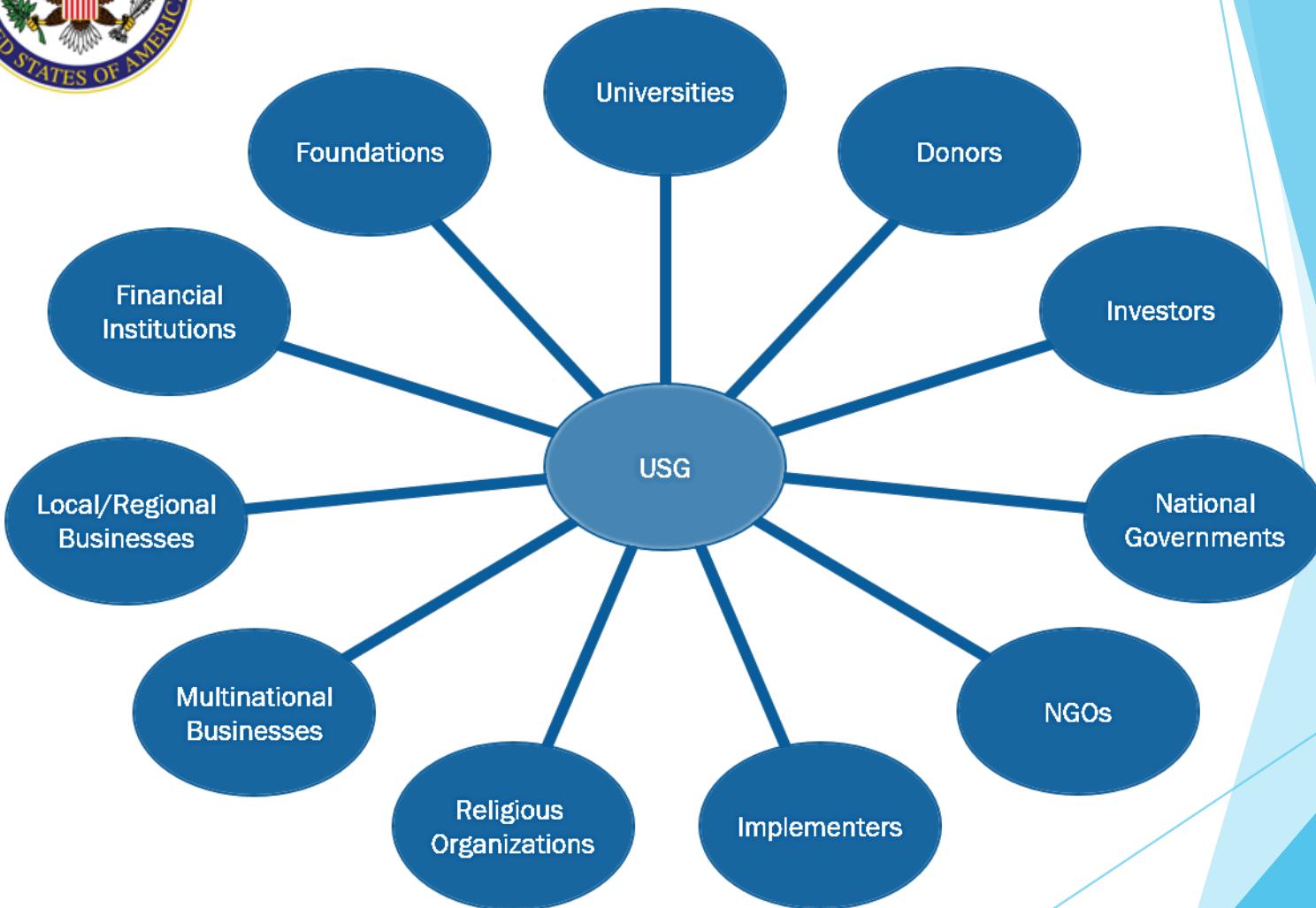
PHASE TWO: Partner Identification



- Mapping potential partners
- Resource mapping
- Preparing to approach potential partners



Potential Partners



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Mapping Potential Partners

- **Defining partner “desiderata” -** Decide what types of partners will best help you meet your goals
- **Initial prospects --** Start with who you know and who they know
- **Expanding the field -** Push beyond the initial prospects





Resource Mapping

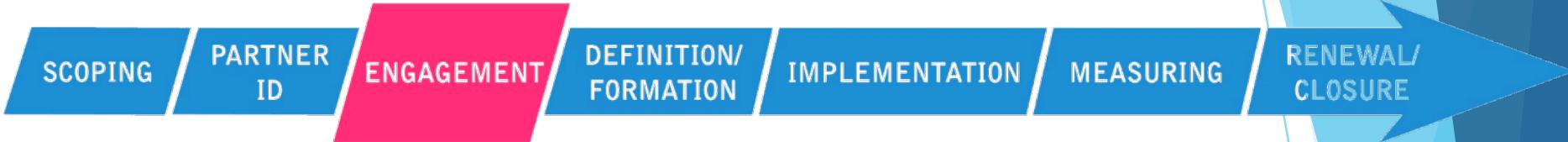
- **Envisioning strategic inputs** - Think broadly about resources and do some initial research
- **Building in “stretch”** - The premise that partners’ roles and resource inputs can and should evolve
- **Filling resource gaps** - Consider who else can bring what’s still needed



Preparing to Approach Potential Partners

- **Cross-sector communications** - Do your homework and put yourself in your potential partner's shoes
- **A compelling case** - Anticipate key questions and concerns
- **A line of inquiry** - Decide what questions you need answers to

PHASE THREE: Engagement



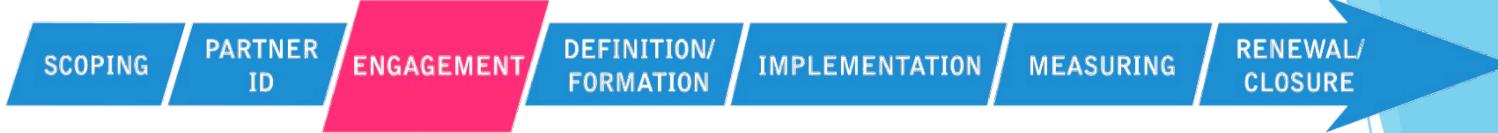
- Getting the word out
- Initial vetting & contact
- Formal due diligence
- Partnership purpose & fit statement



Getting the Word Out

- **Being open and fair** - Issue an open call to partnering
- **Being proactive** -- Get in front of potential partners
- **Being visible** - Make it easy for potential partners to find your agency and see its interest in partnering





Initial Vetting and Contact

- **First sniff** - The initial check before agreeing to meet
- **Coordinating and tracking contacts** - Avoid mis-steps and confusion.
- **Meeting strategy** - Prepare in advance and resist the temptation to “wing it”



Formal Due Diligence

- What is due diligence and on whom do we conduct it?
- What are the organizational risks?
- How do we conduct due diligence?
- What happens with due diligence results?



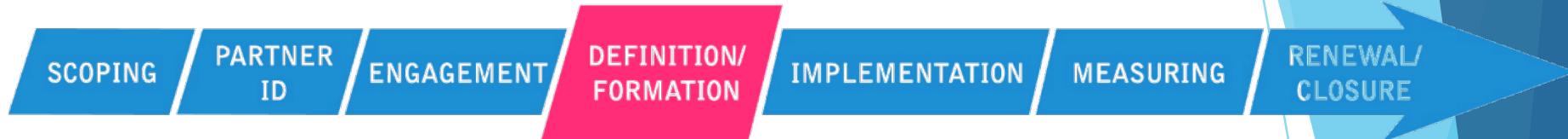
Partnership Purpose and Fit Statement (Optional)

- Weighing the option --**
Consider whether this statement would be useful
- Drafting the statement -**
Know what typically is and is not included in such a preliminary statement



NOTE: This statement is sometimes called other things – e.g. a letter of intent, or an early stage MOU.

PHASE FOUR: Definition/Formation



- Joint planning
- Resource commitments
- Governance and management
- Capturing the partnership agreement in an MOU



Joint Planning

- **Process** - Develop and implement a “plan to plan”
- **Enablers** - Define the essential roles related to planning
- **Product** - Identify the planning process deliverables



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Resource Commitments

- **Negotiating commitments** - Getting the best commitment from each partner and ensuring parity
- **Addressing commitment gaps** - Ensure that the kind and level of commitments are adequate
- **Moving money** - Clarify partner procedures and mechanisms for cash inputs





Governance and Management

- **Decision-making policy** - Determine the extent and limits of collaboration
- **Structures and procedures** -- Review and select the best models and styles
- **Co-mingling of partner funds** - Options and considerations for financial arrangements
- **Special challenges** - Anticipate and prepare to handle issues that commonly arise in PPP governance & management





Capturing Partner Agreements in an “MOU”

- What is an MOU or more importantly what is it not?
- Purpose - Agreeing on its scope
- Validity - Who signs?
- Contents - Elements commonly included in the test.
- Process - Considerations to make it a living document.

PHASE FIVE: Implementation



- Delivering successful projects
- Nurturing the partnering process



Delivering Successful Projects

- **Shifting gears** - Move from planning mode to action mode
- **Detailed plan of action**
 - Tasks and deliverables
 - Roles and responsibilities
 - Timelines and milestones
 - Budget
 - M&E
- **Partner review and endorsement** - Obtain well-considered partner sign-off
- **Reporting and reviewing** - Determine whether a project is on course



Nurturing the Partnering Process

- **Intentionally managing the partnership** - Carefully orchestrate success
- **Consciously setting out to get better at partnering** - Encourage continuous learning and the quest for excellence

PHASE SIX: Measuring



- Measuring “the Big Three”
- Meeting all parties’ performance measurement requirements
- Special considerations



Measuring “The Big Three”

- **External impact** - Measuring what society got
- **Internal value** - Measuring what partners got
- **Relative costs and benefits** - Measuring the value-add of partnering



Meeting All Parties' Performance Measurement Requirements

- **Clarifying who needs what** - Separate out the “nice” from the “necessary”
- **Taking a cooperative approach** - Focus together on the “necessary”
- **Reducing the burden** -- Consider compromises that can produce performance measurement efficiencies



Special Considerations

- Transparency and accountability
- Multiple partner challenges
- Kinds and levels of M&E
- PPP knowledge management

PHASE SEVEN: Renewal/Closure



- Assessment
- Considering possible “moving on” scenarios
- Implementing the selected “moving on” scenario



Assessment

- **Impact** - Whether the PPP made a difference
- **Cost-effectiveness** - Whether its costs were reasonable
- **Sustainability** - Whether ways were found to generate or attract needed resources
- **Benefit** - Whether partners got what they wanted from the PPP
- **Efficacy** - Whether partnering proved to be the best means to the end





Considering Possible “Moving On” Scenarios

- **Closure** - Ending the PPP on a good note
- **Transition** - Focusing on new horizons
- **New entity** - Establishing a permanent new home for the work the PPP started
- **Transfer** - Negotiating with an existing organization to take on the work of the PPP



Implementing the Selected “Moving On” Scenarios

- **Visioning** -- Jointly envision the future of the PPP and mapping out transition steps
- **Resourcing** - Consider the vision's costs and how they might be covered
- **Adjusting** - Make room for changes in PPP composition and culture
- **Celebrating** - Mark and communicate successes and accomplishments