EVALUATION OF CROSS-SECTOR PARTNERSHIP: AN EXPLORATION

UN CSD, May 12th 2008

About IBLF/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

ABOUT IBLF

• Changing systems: Partnering with Governments

PROGRAMME ON EVALUATION

YOU BRING…

• Your personal and professional knowledge, experience, insights, thinking, examples…

WHO ARE YOU?

• Name
• Organisation
• Reason why you’re here

TRAINING TEAM

Darian Stibbe

IBLF

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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

ONE MODEL FOR EVALUATION

1. Evaluating impacts of activities / projects
   - As maybe required by resource providers (partners or external)

2. Monitoring activity and performance

3. Reviewing the partnership
   - To assess its value / further potential for different partners

4. Reflecting on the partnership’s management / decision-making processes
   - Enhance efficiency / effectiveness

5. Assessing the partnership paradigm
   - Is it / was it better than alternative approaches?

WHY ARE PARTNERSHIP SO SPECIAL?

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

COMPLEX WEB OF RELATIONSHIPS

MULTIPLE FORMS OF PARTNERSHIP

DIFFERENT ASPECTS OF PARTNERSHIP

Theme/Sector

Geographic Scope

Structure

Membership

Reason for Partnering

Types of Objective

PARTNERSHIP TYPOLOGY

By Partnership Model

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Partnerships are categorized by the aims of the partnership on a continuum based on how near the ultimate tangible goal is to the activities of the partnership. In reality, partnerships will rarely fall into a single category - indeed for a partnership to be most effective it may be necessary to cover a range of activities.

**Trends**
- Further removed from ultimate benefit
- Less direct impact
- Harder to measure achievement
- Closer to final benefit
- More direct impact
- Easier to measure achievement

**Notes**
Partnerships are categorized by the aims of the partnership on a continuum based on how near the ultimate tangible goal is to the activities of the partnership. In reality, partnerships will rarely fall into a single category - indeed for a partnership to be most effective it may be necessary to cover a range of activities.

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**Hierarchy of Change**

- **Impact**
  - Long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

- **Outcome**
  - The likely or achieved short-term and medium-term effects of an intervention’s outputs.

- **Output**
  - The products and services which result from the completion of activities within a development intervention.

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**EITI**

- Policy
- Strategy
- Programme

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**Towards a framework...**
SPLIT MODEL:

START

INDIVIDUAL PARTNER

PARTNERSHIP AS A WHOLE

EVALUATION BY INDIVIDUAL PARTNER

COST BENEFIT ANALYSIS

BENEFITS
- Achievement of public objectives and agreed partnership objectives
- Achievement of private objectives
- Any Bury or unaccounted benefits gained
- Capacity building

COMPARISON WITH NON-PARTNERSHIP ALTERNATIVES (OPPORTUNITY COST)

PARTNER ASPECTS
- Degree of institutional buy-in
- Degree of mutual benefit
- Degree of financial support/capacity building
- Degree of commitment

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

EVALUATION BY PARTNERSHIP AS A WHOLE

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

OPERATIONS
- Communications and partner relations
- Financial management
- Efficiency of execution
- Sufficient resources
- Project management
- Balance of partners

IMPACT
- Achievement of objectives
- Sustainability
- Other additional benefits and negative impact from project operations

ANALYSIS OF PARTNERSHIP

ON-GOING TRACKING / REVIEW
- Achievement of objectives
- Additional benefits
- Financial management
- Transaction costs
**BENEFITS OF PARTNERING**

**INPUTS**
- Combined resources from all the partners
- minus
- Transaction costs

**VALUE-ADD**
- Innovation
- Quality
- Legitimacy and buy-in
- Transparency
- Sustainability
- Appropriateness
- Likelihood of implementation

**OUTPUTS**
- Achievement of project and individual partners objectives

**ANCILLARY BENEFITS**
- Attitude change
- Networking
- Technical transfer
- Increased social capital
- Spontaneous activities
- Other influences on policy and practice towards systems change
- Capacity building of partners

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**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

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**THE PARTNERING CYCLE**

- **Phase 1:** Scoping & Building
- **Phase 2:** Managing & Maintaining
- **Phase 3:** Reviewing & Restating
- **Phase 4:** Moving on

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**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?**

<table>
<thead>
<tr>
<th>Cause of low or non-participation</th>
<th>Possible action to address</th>
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<tbody>
<tr>
<td>Indifference</td>
<td>Review / revise incentives</td>
</tr>
<tr>
<td>Feeling intimidated</td>
<td>Review / change working culture</td>
</tr>
<tr>
<td>Disenfranchised</td>
<td>Revise structures / working methods</td>
</tr>
<tr>
<td>Lack of confidence / capacity</td>
<td>Give more support / time / skills where needed</td>
</tr>
<tr>
<td>Distracted</td>
<td>Align partnership / partner priorities better</td>
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**A WARNING!**

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

...it may even destroy it.

**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

**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)