

Shared Value Community of Practice on Measurement Intent, Outcomes and Opportunities

August 31, 2015

Introduction

The Shared Value Community of Practice on Measurement (SVCOPM) is a productive, open and collaborative space for a small group of leaders from different sectors to share insights, best practices and tools to measure the impact and value of shared value partnerships. We have focused on identifying a mechanism for valuing, counting and evaluating cross-sector partnerships between and among NGOs, corporations, foundations and governments as well as the outcomes, impact and results of these contributions. Our goal is to identify and generate practical measurement approaches that can be customized, replicated and scaled in our own organizations and shared widely. By quantifying the value and impact of shared value partnerships, we can improve communication, collaboration and decision-making within our own organizations and across our respective sectors.

Our Vision

To shape the future of shared value partnerships by contributing our collective knowledge, resources and influence.

Our Mission

To help NGOs, corporations, foundations and governments quantify the impact, value and return on investment of shared value partnerships.

Who We Are

We are a group of individuals who represent NGOs, corporations, foundations and governments and who share a common interest in creating and measuring shared value partnerships. We use the Collective Impact model of collaboration, and Heifer International serves as the backbone organization of our SVCOPM. The organizations that have participated in the SVCOPM are: FSG, Heifer International, Mercy Corps, Mission Measurement, Monitor Deloitte, PSI, UN Foundation, and Walmart. The U.S. Agency for International Development (USAID) has provided feedback in a number of consultations, as well.

The Challenge

NGOs, corporations, government agencies and foundations all face the challenge of how to measure, evaluate and report the investment and impact of shared value partnerships. The SVCOPM aims to kick-start the development of a standardized approach and common language to measure shared value.

Our Approach

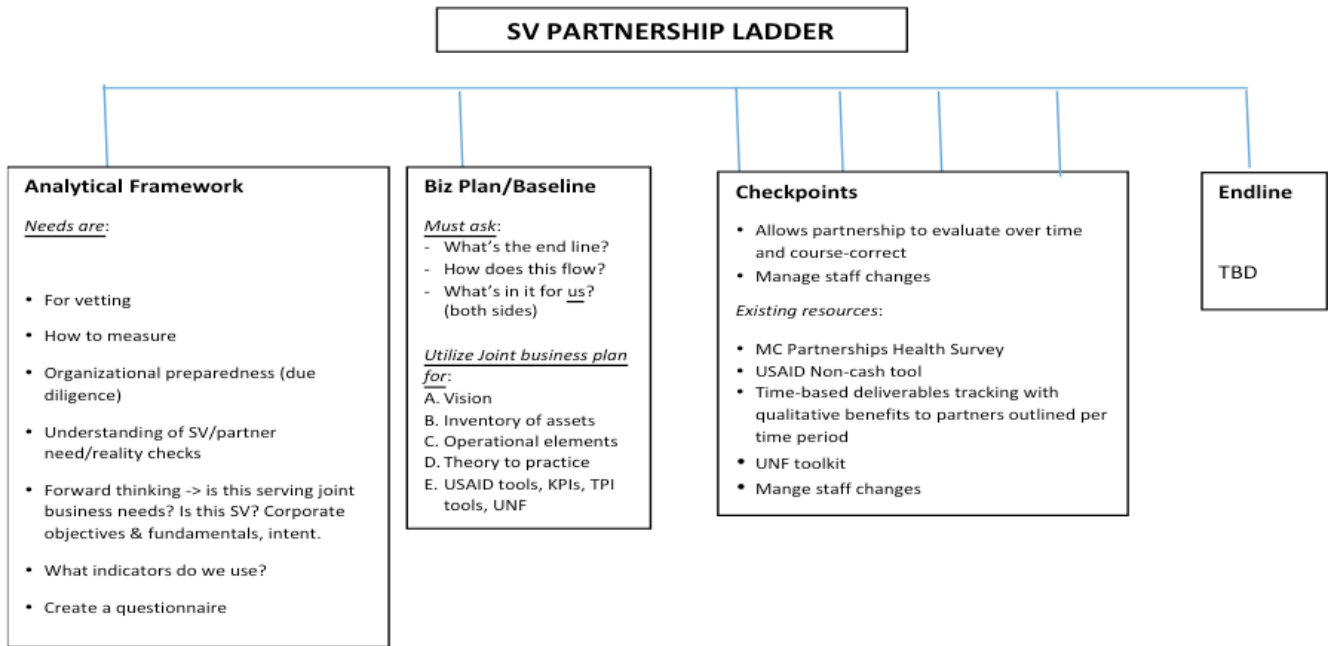
Over the last 18 months, the SVCOPM has worked collaboratively to identify and share existing approaches, methodologies and tools for valuing and evaluating shared value partnerships in order to inform decision-makers, move the shared value agenda forward in our own organizations, and advance best practices in the global shared value community.

Accomplishments

Specifically, the SVCOPM:

1. Conducted a **Landscape Analysis** to identify and assess existing tools, approaches, methodologies and research to identify gaps and suggest efforts and investments to address these gaps. Documents include: partnership assessment tools, partnership health surveys, USAID in-kind contribution guidance and research. These documents are available upon request.

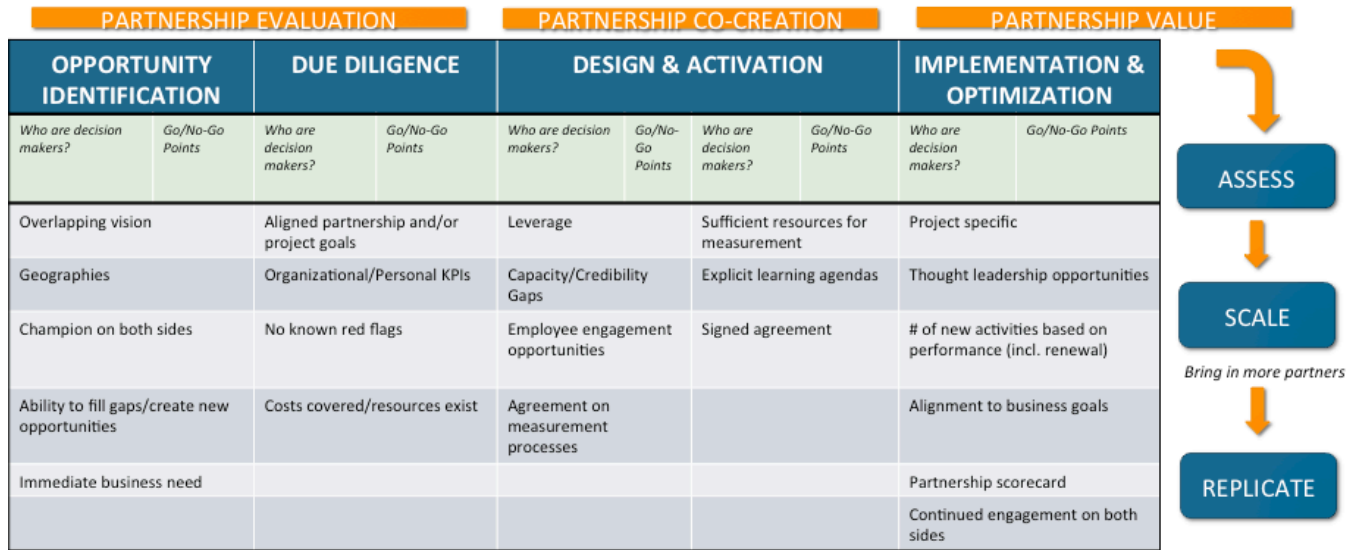
2. Created a **Shared Value Partnership Ladder Process**, which can be used with new and/or existing partners to evaluate, test and measure partnership progress. The components of the Ladder include:
- (a) an analytical framework to vet new partners, identify shared goals and align on joint objectives/outcomes;
 - (b) a joint business plan to track shared objectives toward shared goal(s);
 - (c) checkpoints and go/no-go points which allow for recalibration and adaptive management; and
 - (d) an endline, agreed upon by partners, for determination of goal reached.



3. Developed **Analytical Framework Questions** to test with existing partners. Feedback from these questions helped the COP determine that partnership evaluation and vetting is a more comprehensive process and includes the identification, due diligence, co-creation and value creation components.

Analytical Framework a/o Feb, 2015	
<u>Activities</u>	<u>Desired Outcomes</u>
How do you /should we partner	What do you want to accomplish/What is the win/threshold for determining success/ benefits vs costs/ ROI
What are your structures for partnering	Where do you create impact/make a difference
What is the offer/value proposition	What is opportunity for growth
What will the partnership do	How do you mitigate risk
How do you currently measure value of partnerships	How do you change business practices
Who are your stakeholders	What is learning agenda/How do you know what you don't know
	What will the partnership lead to

4. Created a **Partnership Metrics Evaluation Chart** to guide the partnership evaluation and impact measurement process.



Next Steps

As a Community of Practice, we encourage other organizations to utilize the Partnership Ladder, Analytical Framework Questions and Partnership Metrics Evaluation Chart, and provide feedback on their utility. We welcome any and all suggestions to improve these tools and the process we have undertaken to create a more comprehensive and cohesive approach for managing, measuring and evaluating shared value partnerships.

For more information on the Shared Value Community of Practice on Measurement, please contact Joanne Sonenshine, facilitator: jsonenshine@connectiveimpact.com