

APPENDICES

STRATEGIC PATHWAY 7: PARTNERSHIPS

Appendix 7.1: Types of Partnerships

Types of partnerships include (Polman, 2017):

- **Governments and Parliamentarians:** Provide the regulatory frameworks (e.g. data sharing mandates, open data policy, etc.), inter-agency cooperation, public data access systems, capacity development (e.g. innovation hubs), and provision of data and information for commerce and community. Partnerships with Government often offer the best available authoritative data at the level of government appropriate for data collection and use.
- **International Development (and Aid) Agencies:** Provide resources including technical support, knowledge and experience (particularly in difficult circumstances), legitimacy and impartiality, as well as access to global networks and political levels of government.
- **Donors and Foundations:** Provide funding and support. In many cases foundations can be less risk adverse and support more experimental and innovative approaches through proof of concepts that can be expanded by more traditional donors.
- **NGOs and Civil Society:** Provide technical knowledge and capacity, access to and deep knowledge about communities, legitimacy and social capital, and a passion and people focus. NGOs also often provide a programmatic need to achieve results.
- **Academic and research institutions:** Provide scientific and technical, educational and learning capacity, research and discovery capabilities, and access to knowledge resources and capital, to complement and contribute to a shared purpose and goals.
- **Private sector:** Offer a market-based/commercial value creation partnership approach, power of the brand and access to a new customer base, and technical and process innovation through existing value chain infrastructures and logistics. Different forms of partnership from the private sector range from a diverse line of offerings such as products, hardware, software, and services to aid in meeting the goals and objectives of geospatial activities within a country.
- **Financing Institutions for Country Development:** Support the delivery of domestic development needs and resources through financial loans, strengthening of institutions and implementation capacity – all reinforced by national ownership.

Partnerships can operate at any level - from local, regional to global. It can be between two institutions or a number of institutions within government. It can also be between government and/or its institutions with community and civil society, private sector or academia.

- **Global partnerships** tend to focus on policy and advocacy, setting of geospatial-related standards and norms, showcasing action, creating good practice and knowledge exchange, and development of financial instruments / common trust funds. Global partnerships can also set an agenda for outcomes benefiting the global society as in the case of the 2030 Sustainable Development Agenda.
- **Regional partnerships** tend to address shared challenges and problems that would not be easily resolve alone. This can include joint development programs or initiatives to address

regional and transboundary issues. Regional partnerships can expand information base and benefit from expertise within a degree of similarity of circumstances.

- **Country-level** partnerships are a way of getting the greatest output value from combining the available resources to strengthen geospatial information management, such as through joint advocacy, knowledge sharing, capacity building, policy development, product and service development, and fostering innovation. Country-level partnerships offer opportunities to address issues of national importance and priority.
- **Local level** partnerships can be established with community-based organizations to collect local knowledge using web-based mapping tools. Local knowledge can range from collecting geographical features to improve map bases to gathering people's opinions, such as on new land developments, planning schemes and where new services are needed. Often, local knowledge is the most detailed and appropriate for daily needs. Local geospatial and other data strive for high resolution and high accuracy to the greatest extent where possible.

Appendix 7.2: Evaluation of Potential Partners

Potential partners are evaluated against selection criteria. The table below is sourced from the Partnering Initiative. For a more comprehensive list of criteria visit the Partnering Initiative website at https://www.thepartneringinitiative.org/wp-content/uploads/2017/01/Checklist_Partnering_Assessment_final.pdf

Criteria	Assessment	Outstanding Issues/Information required
There is a clear imperative for the partnership approach	<input type="checkbox"/> More Information Required <input type="checkbox"/> Decline <input type="checkbox"/> May be acceptable <input type="checkbox"/> Go ahead	
The partnership provides significant value/impact	<input type="checkbox"/> More Information Required <input type="checkbox"/> Decline <input type="checkbox"/> May be acceptable <input type="checkbox"/> Go ahead	
Partner(s) are acceptable	<input type="checkbox"/> More Information Required <input type="checkbox"/> Decline <input type="checkbox"/> May be acceptable <input type="checkbox"/> Go ahead	
Costs are acceptable	<input type="checkbox"/> More Information Required <input type="checkbox"/> Decline <input type="checkbox"/> May be acceptable <input type="checkbox"/> Go ahead	
External and Internal financial resources are sufficient for implementation	<input type="checkbox"/> More Information Required <input type="checkbox"/> Decline <input type="checkbox"/> May be acceptable <input type="checkbox"/> Go ahead	
The partnership has a good strategic fit with our mandates and objectives	<input type="checkbox"/> More Information Required <input type="checkbox"/> Decline <input type="checkbox"/> May be acceptable <input type="checkbox"/> Go ahead	
The risks and repercussion have been considered, mitigated or accepted	<input type="checkbox"/> More Information Required <input type="checkbox"/> Decline <input type="checkbox"/> May be acceptable <input type="checkbox"/> Go ahead	

Appendix 7.3: Review and Evaluation

It is important to continually review and evaluate both the partnership itself as well as the work being undertaken. The table below¹ can be used to review and evaluate partnership activities. The example shown below is used to evaluate 'commitment' between partners using meeting attendance as the measure of commitment.

Measurable Objective	Evaluation Questions	Indicators/ Measures	Indicator Type	Data Sources	Data Collection Method	Time Frame	Data Analysis	Communicate Results (lead, audience, and format)	Next Steps / Comments
All quarterly project meetings are convened with at least 90% staff in attendance, and all partners represented.	Are project staff engaged and committed to the project? Are partnership meetings successful, i.e., productive, focused, effective?	Number of meetings held Number of staff in attendance Number of diverse partners represented Meeting productivity	Activity	Partnership roster Meeting minutes Survey results	Conduct After Action Review Document review after partnership meetings List the number of partners, the sector each represents, and how the partner participates in the meeting Review meeting minutes Meeting effectiveness survey	Ongoing with review annually and at completion of agreement period	Calculate % partners in attendance at each meeting, graph trend over time Calculate response rates. Identify gaps	Report to project leadership Annual report Orally report gaps to partnership coordinators	

¹ The sample Partnerships Measures Plan has been sourced from The Nature Conservancy and is available at <http://conservationgateway.org/Search/Pages/results.aspx?k=partnership&a=&r=>

Appendix 7.4: Success Indicators

An effective review and evaluation process measure and monitor desired outcomes as agreed within the partnership with a set of success indications together with a means for verification.

(The example for developing success indicators is forthcoming)

Actions	Objective	Desired outcomes	Success Indicators	Means of Verification