



Strategic Pathway 7

Partnerships

*This **strategic pathway** establishes cross-sector and interdisciplinary cooperation, coordination and collaboration with all levels of government, the geospatial industry¹, private sector, academia, and the international community, as an important premise to developing and sustaining an enduring nationally integrated geospatial information framework.*

*The **objective** is to create and sustain the value of geospatial information through a culture based on inclusion, trusted partnerships and strategic alliances that recognize common needs, aspirations and goals, towards achieving national priorities and outcomes.*

Summary

The 2030 Agenda for Sustainable Development is anchored by the premise that “all countries and all stakeholders, acting in collaborative partnership, will implement this plan”². As an integrated plan of action, the 2030 Agenda identifies **Partnerships**, along with People, Planet, Prosperity and Peace, as one of its five defining pillars; and with a specific target to encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships³.

Partnerships should always be actively explored. They bring together different strengths and perspectives that stimulate creativity and innovation, often through unique capabilities, and drive achievements towards common goals. Partnerships at all levels – international, regional, national and local – bring different but complementary skills, experiences, knowledge and resources to an initiative or programme to establish, strengthen or organize geospatial information management arrangements. Partnerships, including public-private-partnerships and regional and international development cooperation programs, bring diversity that can increase organizational knowledge, capacities

¹ In some countries and regions, Africa in particular, the term ‘geospatial industry’ is an inclusive term that captures the entire geospatial sector as a ‘geospatial discipline’.

² Preamble of the United Nations General Assembly Resolution 70/1, Transforming our World: the 2030 Agenda for Sustainable Development

³ Target 17.17 under Goal 17 - strengthen the means of implementation and revitalize the global partnership for sustainable development.

and capabilities, enhance geospatial processes and services, and improve the effectiveness of information management and data sharing.

Common to all partnership arrangements are four key elements that are required to build a collaborative information environment and an appreciation of the value of geospatial information for decision-making. These four elements are:



- **Cross-sector and Interdisciplinary Cooperation** - are partnerships that draw people together from multiple disciplines to examine and redefine problems from various perspectives, outside of their normal domain, in order to reach solutions based on a new understanding of complex situations.
- **Private Sector and Academia Collaboration** - are typically research and development partnerships formed to trigger research, innovation and economic benefits.
- **Community Participation** - refers to community projects where people engage in solving their own problems, such as map-a-thons that collect geospatial information to support emergency management efforts.
- **International Collaboration** - is where countries develop geospatial information related partnerships to accomplish global issues and missions such as achieving the sustainable development goals.

These elements are underpinned by principles that promote successful partnership arrangements. The principles are put into practice through several strategic actions that deliver and strengthen participation and commitment to achieving an Integrated Geospatial Information Framework. Tools, such as matrices, examples and checklists, are provided in the appendices to assist countries to work through concepts and processes to successfully complete each action. The overall structure for partnerships is illustrated in and anchored by Figure 1.1 below.

When implemented the actions (and their interrelated actions⁴) will enable the achievement of the four elements, which in turn will deliver significant and sustainable national outcomes for a country. These outcomes include attaining:

- Increased development capacity through sharing, learning and knowledge transfer;
- Enhanced organizational knowledge, expertise and proficiencies;
- Expanded capability through complimentary resources;
- Agility and flexibility in digital transformation and reform; and
- Empowered creativity and innovation through collaboration on mutual endeavors.

⁴ The interrelated actions across all Strategic Pathways are described in detail in Chapter X, the Index Chapter

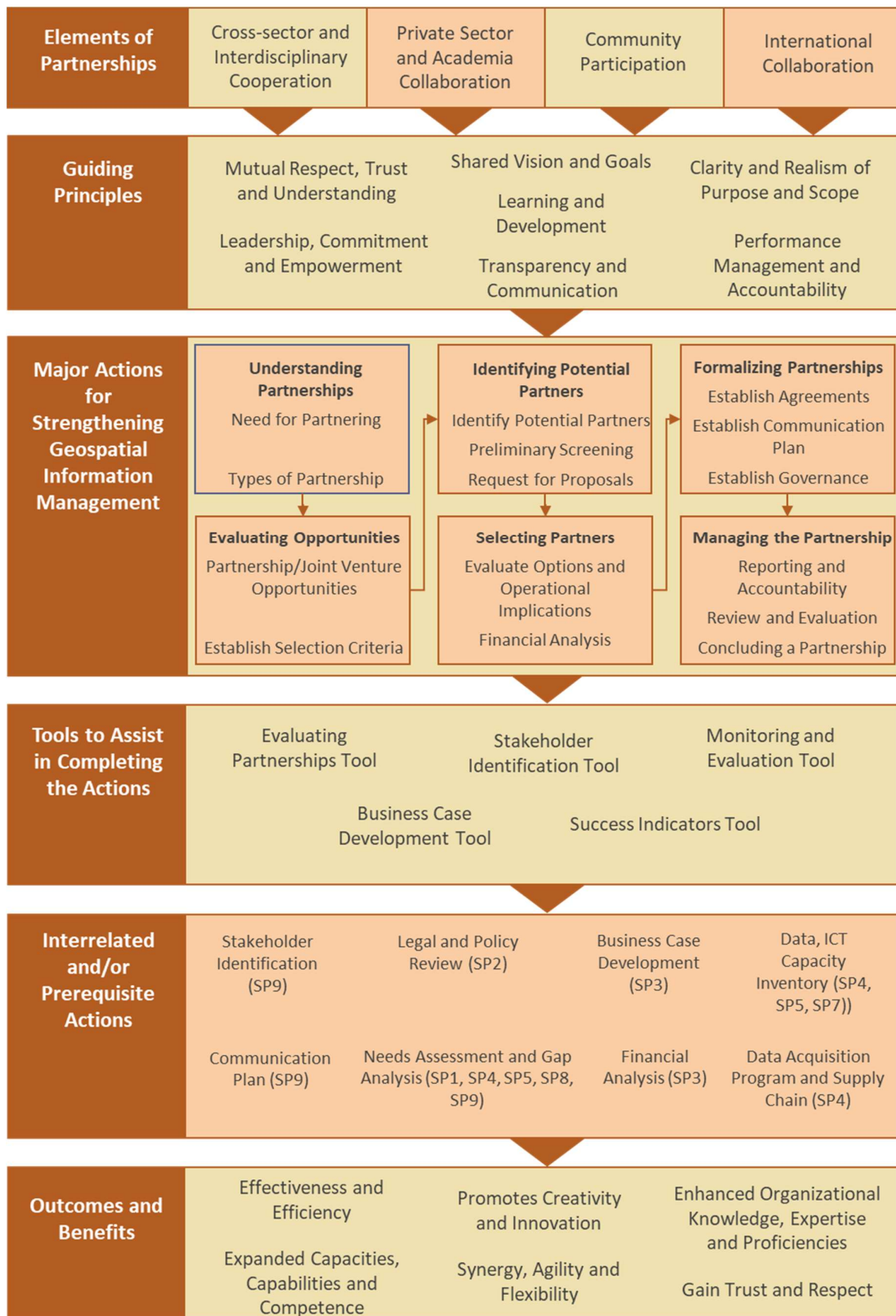


Figure 7.1 The overall structure for partnerships - showing the four key elements, guiding principles, actions and interrelated actions, and the tools provided in the appendices to support the achievement of outcomes.

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7.1 Introduction

Strategic partnerships are collaborative relationships between organizations that have a shared purpose and goals. Partners often join forces to bring different but complementary skills, knowledge, data and resources to an initiative or development program for strengthening geospatial information management that otherwise may not be available, particularly around capacity development and data sharing.

Partnerships and collaboration build the knowledge, experience, and human, technological and financial capacities to strengthen nationally or sub-nationally integrated geospatial information management arrangements. Partnerships can enhance efficiency of development efforts through the identification and exploitation of the comparative advantages of those involved in the partnership (Brinkerhoff, 2002).

Multi-stakeholder partnerships and collaboration leverage a range of resources, have the potential for creative and innovative approaches, leveraging the diversity of partners and their respective contributions, and hence the ability to embrace change, tackle complexities and deliver transformative outcomes. Partnerships and collaboration are fundamental to implementing and achieving national strategic and development priorities, the 2030 Agenda for Sustainable Development, and the Integrated Geospatial Information Framework.

Adopting a multi-stakeholder partnership approach means that governments can leverage a range of resources (information, knowledge and technology) to tackle complex projects that deliver digital transformation and policy reforms, crucial to integrated geospatial information management. No single institution can deliver the data, systems and infrastructure required to support the digital and knowledge economy nor the information needed for Smart Cities, to prepare for and respond to the impacts of disasters. Indeed, climate change action alone, spans several disciplines and agencies that must work together to achieve positive environmental, economic and social outcomes. This is the case across all of the sustainable development goals and global development agendas.

Strategic partnerships provide an opportunity to address capacity needs and gaps through the transfer of relevant technologies, development of policy, collection and integration of data, research and development and innovation. Types of partnerships include (Polman, 2017):

- **Governments and Parliamentarians:** Provide the regulatory frameworks (e.g. open data policy, data sharing mandates, etc.), public data access systems, capacity development (e.g. innovation hubs), and provision of data and information services to industry and commercial sectors, as well as the community. Government partnerships often offer

the best available authoritative data at the level of government appropriate for data collection and use.

- **International Aid Agencies:** Provide 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.

The Integrated Geospatial Information Framework places strong emphasis on the development of cross-sector and interdisciplinary collaboration, academic, private sector cooperation, joint endeavors and partnerships, community participation, regional and international cooperation.

Collaborative action is required to build the knowledge, experience and human and financial resources to strengthen the implementation of integrated geospatial information management, in order to achieve national strategic and development priorities and the 2030 Agenda for Sustainable Development in all countries, and at all levels.

Multi-stakeholder partnerships have the potential to leverage a range of resources to support the strengthening of integrated geospatial information management, create innovative approaches from the diversity of the partner contributions and thus, the ability to tackle complexity and implement change.

Partnerships can operate at any level - from global to local.

- **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.

7.2 Context and Rationale

The 2030 Agenda emphasizes that global partnerships are key to realizing our Agenda ⁵ and affirms a strong commitment to its full implementation, recognizing that it will take a revitalized and enhanced global partnership

⁵ Paragraph 40, Transforming our World: the 2030 Agenda for Sustainable Development (A/RES/70/1)

Partnerships bring diversity that can increase organizational knowledge and enhance geospatial data collection methods.

bringing together governments, civil society, the private sector, the United Nations system and other actors and mobilizing all available resources⁶.

The benefits of partnerships are becoming increasingly clear for integrated geospatial information management. Partnerships bring diversity that can increase organizational knowledge, enhance geospatial data collection methods and improve the effectiveness of information management, particularly through data sharing partnerships. Partnerships across stakeholder community open new opportunities for greater use and understanding of different data types and variable sources.

Partners bring different but complementary skills, experiences, knowledge and resources to an initiative or programme to establish, strengthen or organize geospatial information management arrangements. Partnerships bring diversity that can increase organizational knowledge, capacities and capabilities, together creating the capacity to deliver new information service capabilities and achieve greater product innovation potential through access to up-to-date information, fresh ideas and strategic thinking. Partnerships also bring wide-ranging perspectives and the ability to better respond to changing, emerging or more complex needs, and changing operations and operational environments. Partnerships also have a potential effect of “pooling resources” where responsibilities are shared among the partners.

While these benefits are widely recognised, partnerships can be difficult to establish and challenging to maintain, and consequently, are often avoided in favour of the traditional siloed approach to geospatial information management. This is particularly the case when there are perceived differences in philosophies or work styles, and a fear of hidden agendas that may lead to an unequal and/or unacceptable balance of power and control. This is an opportunity for effective leadership to ensure that positive benefits are emphasized and concerns are openly addressed. It is important to move beyond the silos of data and thinking. Information sharing grows a community; restrictive and tightly held data holdings constrict use and value.

Potential partners can be found at all levels - international, regional, national and local, and include but not limited to government agencies and entities, international development and aid agencies, donors and philanthropic foundations, non-governmental organizations and civil societies, industry and private sector, academic and research institutions, professional bodies and regulatory authorities, and financial institutions.

Although partnerships have become an acceptable approach; all too often partnerships are not set up to operate optimally, and as a result do not deliver

⁶ Paragraph 60, Transforming our World: the 2030 Agenda for Sustainable Development (A/RES/70/1)

to their maximum potential. There are often no agreed protocols for partnering in place and this can create confusion between partners (e.g. donors and recipients) and it often raises the question 'Is the partnership just about receiving money?' One solution is to jointly write a document that includes the objectives of the partnership, the intended goals and outcomes, and the responsibilities of each partner. Examples of this non-binding agreement is a Memorandum of Agreement or a Memorandum of Understanding that each partner signs. Having this type of document is useful in focusing on the benefits of partnerships, helps to assure continuation of the agreements when leadership changes, and can be used to justify support and resources for programs.

Partnerships can be time bound, project based or multi-year and multi-areas to accomplish shared and desired outcomes. Partnership needs will typically fall into one or more of the following categories but not restricted to: data partnerships, capacity and capability development partnerships, technology and system integration partnerships, research and innovation partnerships, joint development partnerships, services sharing partnerships, education and knowledge enhancement partnerships, institutional and governance partnerships.

Taking a partnership-first mindset requires an organization to re-examine and potentially disrupt its traditional practices and old ways of operating. The effects of partnering will ripple throughout every aspect of an organization and how it operates.

Organizations need to assess whether they are ready to make the transition to new collaborative methods, technologies and governance models. The starting point is to build capacity for effective partnering within the organization (See SP8: Activity 8.6.6 for capacity development approaches).

Capacity development will assist organisations to overcome many of the perceived barriers that they typically face when establishing partnerships. These barriers are often a result of having a limited vision and a lack of clear purpose for what the partnerships will deliver, a lack of support from organizations with decision-making powers in the partnership, key stakeholders missing from the partnership, inadequate understanding of roles and responsibilities, a failure to communicate, and lack of evaluation or monitoring systems.

Partnering across sectors is difficult, but crucial for geospatial information management. It requires bringing together organisations with differing missions, approaches, business culture, interests, vocabularies and values to find an equitable approach that delivers value for all.

Regardless of the goodwill of the participants, two (or more) very different organizational cultures must come together to produce results. It can be

challenging to achieve full commitment; particularly as financial and time commitments are often perceived as outweighing potential benefits. The key is to find common ground and use shared language that underscores the vision of the partners (NRC, 2002). It is here that capacity development can make a significant difference.

7.3 Approach

In this strategic pathway, the approach for working in partnership starts with both clearly understanding and appreciating the unique strengths and economic advantages that each organization brings to the partnership. Partnering pushes geospatial information, platforms and products out to new markets, exposes geospatial information to new communities and enables organizations to leapfrog the traditional barriers of expansion and scale by using the core competencies of each partner.

The private sector and the public will continue to play a significant role in providing the technologies and information required to maximize the opportunities available. They provide the valuable, and in many cases unique, elements of geospatial information, technologies and services required to maximize its use; and an understanding of the end-user base for geospatial information. Collaboration between all different actors in this wider geospatial community will be crucial.

The approach to creating and sustaining the value of geospatial information is through a culture based on trusted partnerships and strategic alliances that recognize common needs and aspirations, and national priorities. The approach includes four key elements that are a guide for nations to establish effective networks to foster the development of integrated geospatial information management. These elements include **cross-sector and interdisciplinary cooperation, private sector and academia collaboration, community participation and international collaboration**. These elements are explained in more detail below (See section 7.4).

The methodology includes strategic pathway actions that are recommended as a means to achieve the four key elements. The actions are underpinned by guiding principles and there are several interrelated actions detailed in other strategic pathways that may need to be completed to achieve the desired outcomes. Tools are available in the appendices. The Approach for Strategic Pathway 7: Partnerships is illustrated in Figure 7.2 and explained in the following sections.

The approach to creating and sustaining the value of geospatial information is through a culture based on trusted partnerships and strategic alliances.

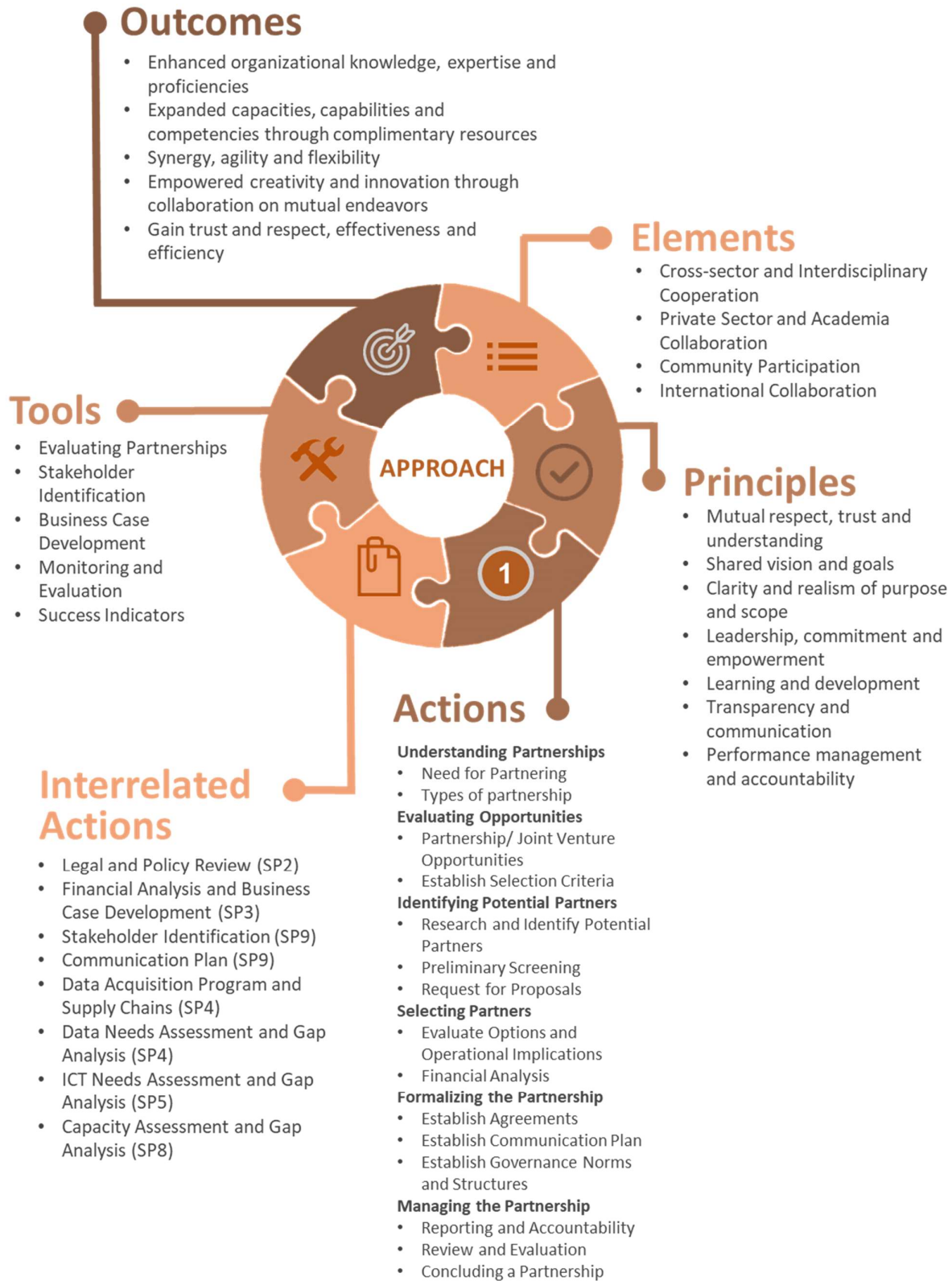


Figure 7.2 The Approach to partnerships.

In August 2016, the Committee of Experts established three Thematic Groups within its global architecture, intended to facilitate a direct connection and communication between the governments of Member States and the private sector (UN-GGIM Private Sector Network⁷), the academic sector (UN-GGIM Academic Network Forums⁸), and international geospatial societies (UN-GGIM Geospatial Societies⁹) to achieve successful partnerships in global geospatial initiatives.

7.4 Elements

7.4.1 Cross-sector and Interdisciplinary Cooperation

The implementation of the Integrated Geospatial Information Framework requires many people from different disciplines working together, each drawing on their special areas of expertise. Cooperation can take on many forms, from simple networking where information is shared for mutual benefit, to more structured coordination and collaboration where organisations may have to alter their data management processes and protocols and agree to share data, resources and systems for a common purpose.

An example is where two or more entities decide to co-maintain a geospatial dataset (See SP4: Activity 4.6.15). This type of collaboration requires a significant level of trust between partners, as well as an ability for agencies to share roles and responsibilities in all aspects of planning, governance, implementation, and evaluation and reviewing to create a better or more seamless geospatial information management system.

In many cases, cooperation will require enhancing the capacity of partner organizations for mutual benefit. Investment may take the form independent co-funding by each organization, or contributions to a common pool.

An organization may establish a cross-sector interdisciplinary team of professionals to work on a complex project where multiple skills sets, or areas of expertise are required in order to succeed. For example, a flood risk management system will require fundamental geospatial data and GIS expertise, as well as complex hydrological models and hydrologists, to work together toward a common goal to manage flood hazards and respond to disaster events.

This includes collaborating with governments, parliamentarians or legislators and policy makers in aspects of regulatory frameworks, education and delivery systems to name a few. In addressing issues related to mandates and

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⁷ <http://unggim-psn.org>

⁸ <http://unggim.academicnetwork.org>

⁹ <http://www.fig.net/unggimsgs/>

Partnerships with the private sector and academia facilitate win-win collaborative outcomes for governments and stakeholders.

authoritative data, this collaboration between governments, parliamentarians or legislators and policy makers are crucial.

7.4.2 Private Sector and Academia Collaboration

Strategic partnerships and joint ventures with the private sector, the broader geospatial industry and companies, and educational and research institutions facilitate and support win-win collaborative outcomes for government and stakeholders through local, national and international collaborative activities or ventures, and sector-specific strategic initiatives, such as infrastructure development. These also ultimately provide positive benefits to the community.

Evidence is unfolding that incremental benefits accrue by developing a geospatial information management ecosystem that includes academic engagement, peer-level private sector engagement (Longmore, 2018). Benefits include greater access to knowledge, mitigating risk and reducing potential mistakes through greater understanding, being able to draw from wider pool of technical expertise, cost sharing, increased innovation potential, and the ability to more readily overcome challenges.

In cooperating with educational and research institutions, there is the ability to benefit from the scientific, technical, research and learning capacity available, and the ability to discover and access knowledge resources and capital. Similar, public-private and civil society partnerships can address user interest, needs and demands, and considerably enhance technological and market-driven innovation.

Public-private partnerships can be seen as an activity or project, or a form of delivery mechanism. It can also be a stated intent in a government policy statement and generally involve the sharing of risk, a way of financing and joint development. This can apply to infrastructure development, such as that of geodetic infrastructure, including a continuously operating reference stations (CORS) network.

7.4.3 Community Participation

Community participation is the involvement of individuals and community groups in geospatial information projects to solve their own problems.

Community participation in this strategic pathway refers to the involvement of individuals and community groups in geospatial information projects to solve their own problems. It also recognizes that community engagement is important to ensure inclusiveness and ownership; and that in many developing countries, the community can influence decision makers and politicians. Therefore, community partnerships can take on a variety of forms and can refer to often divergent relationships at the local level. For instance, some institutions call a web-based information directory a community partnership (Tranel and Gasen, nd). Others use the term community partnership for institutionally selected services delivered to special populations.

Community participation is especially important in emergency services programs where people contribute local knowledge about their location and surroundings to improve emergency preparedness, mitigation, response and recovery. Government transparency is important to people and they want to be able to participate in major policy-setting and decision-making that are important to them. Being able to contribute geographic and demographic information through knowledge-sharing systems means that they have a greater say in how they live their life and in ways that matter.

Community participation has increased significantly through the rapid expansion of the sharing economy. Now acquiring, providing and sharing access to geospatial information through community based on-line platforms is giving rise to a new economic model – collaborative consumption.

Businesses are developing goods and services that rely on regularly contributed and updated geographic information. Ride-sharing and renting out an unused item such as a bicycles, cars, rooms or houses are examples of how the community are actively participating in this collaborative consumption model by providing and using value-added geospatial information.

7.4.4 International Cooperation

International and regional cooperation refers to the interaction between organizations representing various nations in the pursuit of common goals or interests. International cooperation is crucially important to delivering on sustainable development goals. Geography has no real boundaries and transboundary issues exist, cross border cooperation amongst regional actors can foster coordinated decisions and actions that enable results and change.

The National Space Policy of 2010 encourages international cooperation related to Global Positioning System and global navigation satellite systems (GNSS). It directs the United States to “engage with foreign GNSS providers to encourage compatibility and interoperability, promote transparency in civil service provision”.

International and regional cooperation is enabled and supported by advances in communication technology, better transportation infrastructures and options but the primary driver being to gain access to complementary knowledge and experience, technology and financial resources. Partnerships and cooperation can expedite delivery of outcomes and “multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, support the achievement of the Sustainable Development Goals in all countries, in particular developing countries¹⁰. International and regional cooperation can

International cooperation assists nations in the pursuit of common goals or interests.

¹⁰ Target 17.17 under Goal 17 - strengthen the means of implementation and revitalize the global partnership for sustainable development.

build consensus and support transboundary solutions for the benefits inhabitants.

International and regional cooperation can include partnerships with international aid agencies, philanthropic foundations and official development agencies. Typically, this cooperation involves technical support, knowledge exchange, funding as well as affording access to regional and global networks and at times also to levels of government and politics.

Regional and international partnerships and cooperation are needed in many instances to afford national geospatial information entities the opportunities, capacities and capabilities to leapfrog into the digitalized geospatial information realm as well as to operate from its traditional silo.

7.5 Principles

By applying these principles, it is possible to create and sustain the value of geospatial information through trusted partnerships and strategic alliances.

There are specific principles and elements for creating and sustaining the value of partnerships for geospatial information that can be adopted by each country. Replicating a set of successful partnership models from one nation to another likely will not work in its entirety as there are different priorities and levels of development maturity and cultural aspects that need to be taken into account. That said, using good ideas and successful implementations across nations is encouraged where the approach is suitable. The guiding principles are:

- **Mutual respect, trust and understanding:** Having mutual respect, trust and understanding of one another's capacities, capabilities and competencies as well as the motivations, needs and constraints, and committing the time and patience to build trust add value to each other's work and bring synergies.
- **Shared vision and goals:** A partnership guided by a shared vision and goals builds trust and recognizes the value and contribution of all partners. All partners in the relationship should have at least one goal on which they are jointly focused for the purpose of the work being undertaken together.
- **Clarity and realism of purpose and scope:** Clarity and realism about objectives, boundaries, roles and structures, but with the acknowledgement that it is not always possible to know how things will develop and where each partner determines benefit(s) for participating in the partnership which can be short or long-term and could also include altruistic goals.
- **Leadership, commitment and empowerment:** Leadership and commitment is necessary to sustain a collaboration or partnership through ownership of purpose, empowerment in processes and collective responsibility for outcomes.

- **Learning and development:** An atmosphere of learning and the desire to invest in partners' skills and knowledge to further create opportunities to shape and enhance each other's work and mutual learning and to foster innovation and value-adding.
- **Transparency and communication:** Shared and transparent decision-making processes and effective communication at all levels within the partnership and inside each partner organization with robust monitoring and feedback loops so that all partners are kept abreast of progress and outcomes.

Performance management and accountability: Having an appropriate partnership structure, management practices and resources in place to achieve the intended purpose of the partnership, to measure and monitor, with accountability for the objectives and targets for which each partner is responsible.

7.6 Actions

The following strategic pathway actions are recommended as a way to achieve the four key elements, and can be used to address gaps in capability. They are a guide to establishing effective cross-sector and interdisciplinary cooperation, industry and private sector partnerships and international cooperation.

Country-specific needs may be influenced by factors such as country priorities, existing capabilities, resources, culture and other practicalities. These will influence approaches for implementing each strategic pathway. Whatever the implementation approach, each action should take into account the guiding principles above as these describe drivers for effective and efficient geospatial information management.

The strategic pathway Actions are divided into six categories that reflect the order in which the actions are typically completed. A road map illustrating this order and where the Actions typically occur is presented in Figure 7.3 and detailed more with interrelated actions in Figure 7.4. The categories of Actions are:

1. Understanding Partnerships
2. Evaluating Opportunities
3. Identifying Potential Partners
4. Selecting Partners
5. Formalizing the Partnership
6. Managing the Partnership

The following Actions are typically used to address gaps in capability. They serve as a guide to building the necessary capacity to strengthen integrated geospatial information management processes and systems.



Figure 7.3: Partnerships includes several actions and tools designed to assist countries to create and sustain the value of geospatial information through a culture based on trusted partnerships and strategic alliances that recognize common needs and aspirations and national priorities. The actions are divided into six categories and reflect the order with which these actions are typically completed.

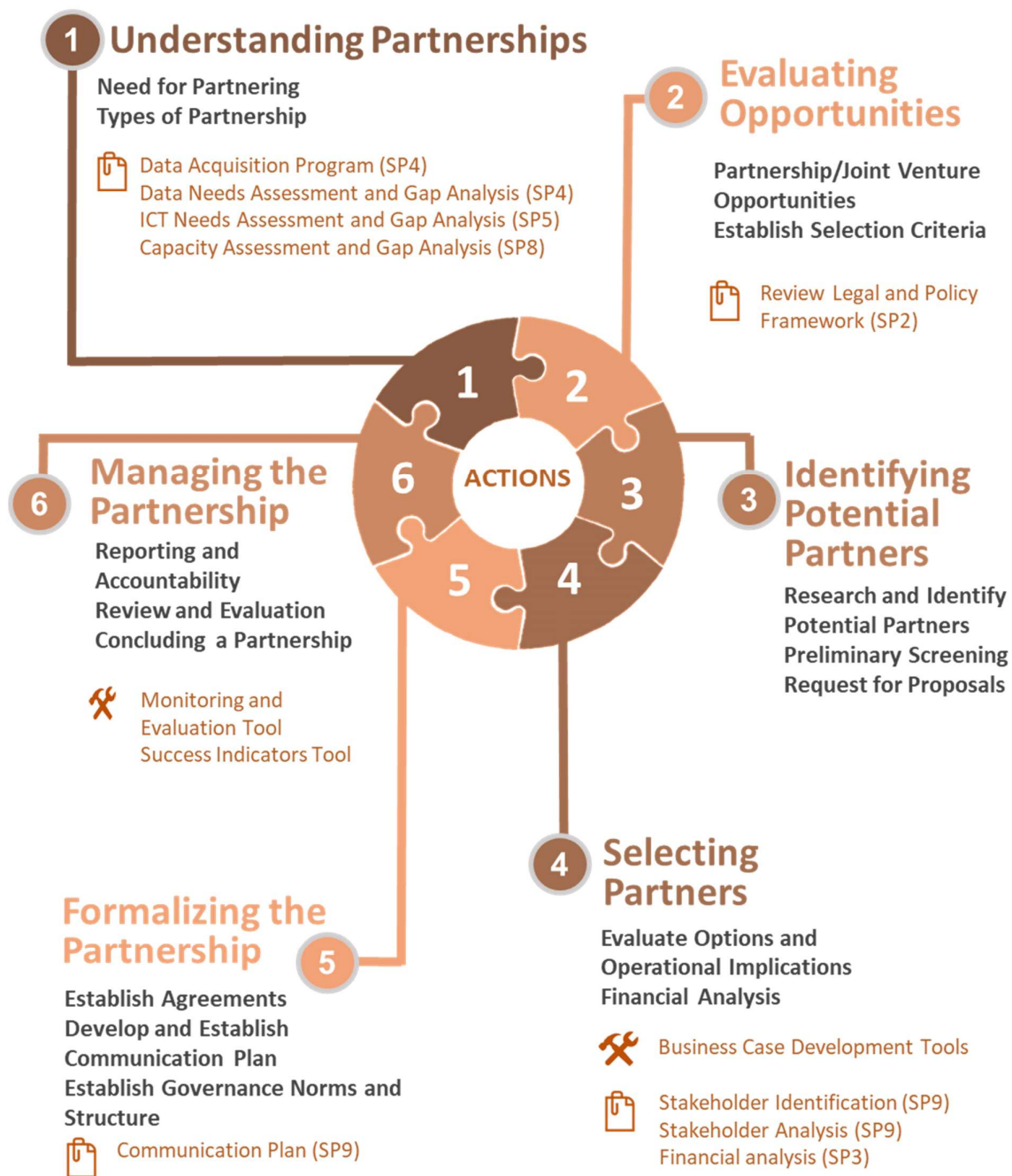


Figure 7.4: Partnerships includes several actions and tools designed to create and sustain the value of geospatial information through a culture based on trusted partnerships and strategic alliances that recognize common needs and aspirations and national priorities. The interrelated actions provide key linkages to other strategic pathway actions.

1 Understanding Partnerships

Partnerships are about addressing a need or gap in capability.

7.6.1 Identify the Need for Partnering

Partnerships are about addressing a need or gap in capability or possibly pooling resources to increase capabilities; therefore identifying needs is a critical first step. As shown in Figure 7.5, needs will typically fall into the following five categories for partnership opportunities:

- **Data Partnerships** - for enhancing the collection, updating, integration and maintenance of existing or new datasets.
- **Capacity Development Partnership** - to build skills and enable knowledge transfer.
- **Technology and System Integration Partnerships** - to pool technology resources, develop geospatial data analytics capabilities, improve access to data and acquire high-end software otherwise not available.
- **Advisory and Governance Partnerships** - to develop the policy, standards and norms necessary for strengthening geospatial information management capabilities.
- **Research and Innovation Partnerships** - collaborative research projects with end-users (industry, enterprises, and public sector and non-government organizations) that address an industry, end-user and societal issues using geospatial information.



Interrelated Actions

Data Acquisition Program (SP4)

Data Needs Assessment and Gap Analysis (SP4)

ICT Needs Assessment and Gap Analysis (SP5)

Capacity Assessment and Gap Analysis (SP8)

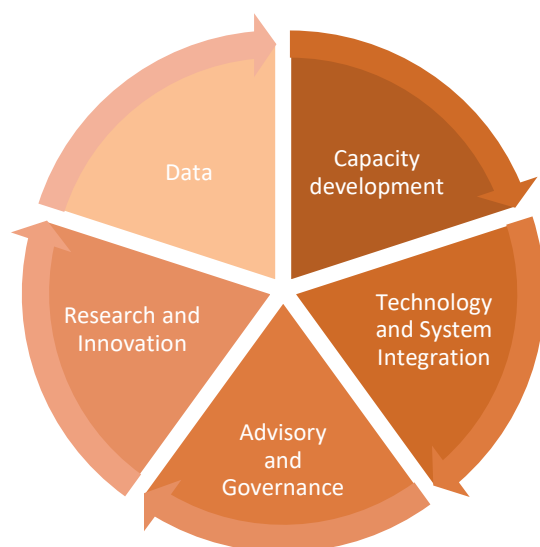


Figure 7.5 Areas of Need with Partnership Potential

A Needs Assessments and Gap Analysis will provide the starting point in understanding what areas ought to be strengthened. Several methods for identifying needs are discussed in this document and are itemized for quick reference in the Table 7.1.

Table 7.1 Reference documents that identify needs for partnership opportunities

Category for Partnership Opportunity	Documents Identify Needs	Types of Needs
Data (Content)	The Data Gap Analysis (See SP4: Activity 4.6.4)	Data collection, updating, integration and maintenance
Capacity development	Capacity Needs Assessment and Gap Analysis (See SP8: Activity 8.6.4)	Skills and knowledge transfer
Technology and System Integration	ICT Needs Assessment and Gap analysis (See SP5: Activity 5.6.x)	Shared technology resources Geospatial data analytics Access to high-end software
Advisory and Governance	Legal and Policy Review (See SP2: Activity 2.6.x)	Advice and examples of laws, policies, guidelines and norms Standards
Research and Innovation	ICT Needs Assessment and Gap analysis (See SP5: Activity 5.6.x)	Applications that address industry, end user and societal issues

In defining the need for a partnership, it is important to consider what the partnership can accomplish as a whole, and what concrete benefits will arise.

Answering the following questions in a group setting will provide the necessary perspective:

- What are our short-term interests?
- What does our organization need to accomplish or gain in the next 12 months to stay engaged in the partnership?
- What is each organization contributing to the effort?
- What are our long-term interests?
- What does our organization need to accomplish or gain in the next 18-36 months to stay engaged in the partnership?

Possible answers might include additional organizational staff or volunteers; enhanced products or services; growing organizational capabilities, greater community credibility or support; and improved access to businesses, technology, data, financial capital and other agencies or foundations.

7.6.2 Consider the Types of Partnerships

There are several partnership types that Nations can consider addressing gaps in capability.

Once the geospatial information management needs are known, it is then possible to start considering the type of partnerships that could potentially address gaps in capability or achieve new strategic targets. Examples of partnership types that can be used to address needs and gaps in capabilities are summarized below. Table 2 shows the relationship between strategic opportunities and partnership type¹¹:

- **Cross-sector partnerships** (with other government organizations, the business sector and/or academic sectors), such as forming part of a user association.
- **Donor Partnerships** where the government is a recipient, such as delivering training or end-user geospatial services.
- **Public Private Partnerships** are typically commercial joint ventures under taken jointly by two or more parties which would otherwise retain their distinct identities such as for delivering geospatial products or services.
- **Community Partnerships** with community groups, citizen volunteer efforts, or non-profit service organizations, such as to monitor the need for data updates, develop community Apps (e.g. History projects).

¹¹ Information sourced from strengthening non-profits, <http://www.strengtheningnonprofits.org/resources/e-learning/online/partnerships/Print.aspx>

- **Collaborations** that have no permanent organizational commitments or combined services but emphasize the willingness to work together, such as geospatial information sharing and coordination.
- **Strategic alliances** involving shared or transferred decision-making power, such as joint data acquisition programs, and shared administrative consolidation where geospatial information management is concerned.
- **Integration of services** that involve changes to organizational structure and control mechanisms, such as joint projects where two or more organizations create a new structure to advance a new initiative or function; or mergers where previously separate organizations combine program/administrative/governance functions.
- **Funding alliances** where organizations come together to share a large grant/donation or create a recipient/donor relationship. Cost-sharing occurs when each organization provides different resources, such as facilities, staff or equipment.
- **Grant-match** where one organization provides a grant and the recipient provides a match in services, funding, maintenance, supplies, or volunteers

Table 7.2 Partnership/Opportunities Matrix

Partnership Type	Data	Capacity development	Technology and System Integration	Advisory and Governance	Research and Innovation
Cross-sector Partnerships	Data Collection and maintenance	Leadership Development , Internships, Training	Digital Collaboration tools	UNGGIM working groups and Regional Meetings; similar national WGs	Cross discipline projects with academia, development of a research agenda
Donor Partnerships	Global datasets Administrative Boundaries ¹² , GlobeLand301, free earth observation data	International Fellowship Programs; volunteer staff	Online GIS tools and map portals funded by foundations e.g. Africa GeoPortal	Consultancy Support, Advocacy, opening doors and facilitating access	Harvesting experiences and implementing proven solutions
Public Private Partnerships (Joint Ventures)	Whole-of-government Commercial Imagery Service	Professional Workplace Training Programs	System development / operations and maintenance contracts	Training manual, procedures	Government funded investment opportunities ; Small Start-up Incubators
Community Partnerships	VGI and Field Validations	Outreach Programs; On-line training	Crowdsourcing, Mobile services development	Feedback on policy initiatives; establishing user groups	Hack-a-thons and Code Sprints
Collaborations	Data Acquisition Program Partner	Technical Expertise and Advice	Sharing of Information and resources	Policy Development	Innovation Hubs
Strategic Alliances	Data supply chain participant	Coaching and Mentoring	Whole-of-Government Software Licensing	Standards Organisations	Case study implementations
Integration of Services	Digital Data Maintenance collaborations	E-Learning	System Integration/ Supply Chain Logistics	Open Data Policy	Existing success stories
Funding Alliances	National priority; Reuse of available data	Partnerships and Networking	Shared services	Institutional and regulatory reforms	Research and Development Grants
Grant-match		Scholarships			Innovation Grants

¹² Second Administrative Level Boundaries datasets are available at unsalb.org

2 Evaluating Opportunities

7.6.3 Evaluate Partnership/Joint Venture Opportunities

As opportunities arise, organizations need practical advice on whether to form strategic partnerships, and if so, where to begin the partnership development process. For this reason, the partnership evaluation process should be decided at the outset. A review of literature reveals that there are many models for evaluating partnership opportunities and formalizing a partnership engagement. There is no single correct approach. The methodology will depend on the type of partnership being evaluated, cultural sensitivities and necessary country legalities.

There are many models for evaluating partnership opportunities and formalizing a partnership engagement, but no single correct approach.

Alternative methodologies for evaluating partnership opportunities are provided under 7.8.1

Typically, a geospatial-related partnership/joint venture will include eight major steps: (1) Establish the selection criteria for the specific partnership being considered, (2) identify potential partners, (3) conduct preliminary research, (4) issue a Request for Information or Proposal/Tender (5) evaluate options and identify operational implications, (6) prepare a financial analysis, (7) conduct negotiations and formalize the partnership, and (8) implement governance and a communication plan (Figure 7.6).

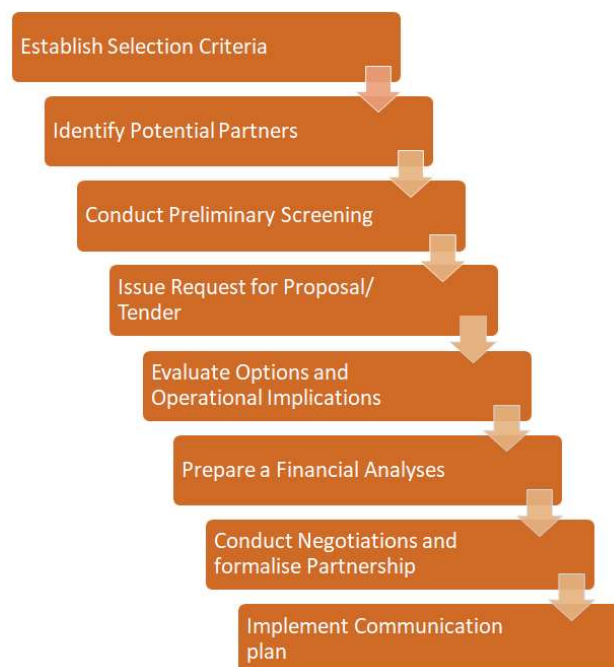


Figure 7.6: An example process for evaluating Geospatial-related partnerships/collaborative ventures.

Prior to identifying potential partners, it is often best to establish the selection criteria for evaluating the specific opportunity.

7.6.4 Establish the Selection Criteria

Prior to identifying potential partners, it is important to establish the selection criteria for evaluating the specific opportunity. This is sometimes referred to as the Criteria for evaluating a partnership and may include the:

- Opportunity to enhance expertise in an area
- Capability to fill gaps in knowledge and skills
- Potential impact on the recruitment and retention of staff
- Ability to enhance competitive differentiation, market share and financial performance
- Extent of gain
- Effect on access to capital
- Degree of cultural fit between the organizations



Consider the stakeholders as potential partners.

7.6.5 Identify Potential Partners

Identifying partners may be challenging, and guidance can be sought through the UN-GGIM Secretariat to utilize the experiences of other UN-GGIM Member States in establishing partnerships.

As a starting point it is best to review the list of stakeholders (See SP9: Activity 9.6.3) for potential partners.



A Stakeholder Identification Tool is provided SP9 Appendix 1.2.

This tool can be used to identify potential partners.

Conduct preliminary screening to determine if potential partners exist or the search net needs widening.

7.6.6 Conduct Preliminary Screening

Once the potential partners have been identified the next stage is to conduct preliminary research before bringing them to the table. The level of scrutiny at this stage can include a review of available publications on the Web (newsletters, press releases, advertisements, websites, annual reports, speeches, strategic plans, recent performance reviews, and shareholder expectations, and Corporate Social Responsibility reports, along with boards and CEO leadership posted on websites).

The aim is to determine if potential partners exist, filter out those that do not offer the required benefits, and determine if the search net for potential partners needs to be cast more broadly.

Importantly, this research is required to build a shared understanding, and ultimately trust for any new venture.

7.6.7 Issue a Request for Proposal/Tender

There may be different stages for soliciting a partnership. Depending on the country, there may be a procurement mechanism that allows the government to seek information without committing funds or to enter into a binding agreement. Examples include (1) Request for Information and a (2) Request for Proposal. This is a good procurement tool to learn about different companies' capabilities as they relate to a government organization's needs. Another option to acquire similar information is to schedule an "industry day" where an organization openly advertises an invitation for companies to visit the agency, hear about interest and potential plans of the organization to acquire products and/or services, and to answer any questions from the perspective vendors. If the exchange between vendors and the agency are engaging, much information can be learned by the agency on capabilities of different companies all at the same time.

The next step in a procurement effort is to carefully plan what an agency wants to purchase and the conditions on how they want the business relationship to proceed. This is called different terms and may also be called a (1) Request for Proposal or (2) Request for Tender.

A non-binding 'Request for Information or Proposal' is used to initiate a more detailed analysis of potential partners. This usually leads to a confidentiality agreement to protect both parties. A review of submitted proposals may be accompanied by interviews and site visits to gain a better understanding of the prospective partner. Depending on the procurement laws within a country, the Request for Proposal may or may not include a bidding process.

A binding approach either called a Request for Proposal (RFP) or Tender (RFT) is a formal, structured invitation to suppliers typically used to request a bid to supply products or services. In many cases this competitive bidding process will be a more appropriate approach, particularly when entering into a public private partnership as transparency is paramount. This transparency can be assured by issuing a Request for Tender (RFT). If the results of reaching out to the private sector do not meet the agency's requirements, it is highly recommended to cancel the procurement before any commitment is put in place. Further dialogue may help to clarify interests and lead to a successful procurement at a later date. Procurements in general should reflect what the agency wants and needs without regard for any limitations a company faces.

A request for proposal or at times, a tender, is used to initiate the partnership process.

Often the strongest partnerships will involve bringing multiple entities to the table. For example, in 2018, Esri and its partners created the Africa GeoPortal, a comprehensive cloud-based platform that provides GIS solutions and geographic data and imagery for Africa. The African Union, African Development Bank, other international agencies, nongovernmental organizations (NGO), academia, businesses, and national government funding organizations can use the GeoPortal to address the most urgent development challenges – from economic development and climate adaptation to conservation and community health and safety.

4 **Selecting Partners**

Potential partners are evaluated against the selection criteria.

7.6.8 Evaluate Options and Operational Implications

The next step is to evaluate the options against the previously established criteria and prioritize potential partners for consideration. Consideration is given to the potential structuring of the partnership. This can take on many forms including:

- Memorandum of Understanding – A non-binding agreement typically used when entering into discussions about partnership opportunities.
- Agreements – Contracting of government services to private companies
- Operations and Maintenance Partnerships – Government is the owner of the asset but outsources the operations and maintenance to a private company, which charge fees to customers to cover maintenance costs.
- Business Partnerships – General Partnerships, Limited Partnerships and Limited Liability Partnerships with profit and loss sharing tied to a new business structure.
- Product Development Partnerships – Used to accelerate, research and development
- Privatizations – Contracted service delivery usually for infrastructure investments.

Geospatial information management has a core association with Information Technology. As IT changes so quickly, it is important to have an organized plan that provides minimum needed services, computing power and storage capacity, alignment with industry standards, and a scheduled maintenance plan. This is an example of a technology partnership with the private sector. This is not something the government can do or should do on its own. As technology is heavily used and depended upon, and changes increase functional capacity,

for planning and budgeting purposes, it is recommended to plan on replacement of central IT equipment (servers etc.) every 5 years. If this replacement plan is put into place, sufficient resources are set aside each year to accommodate the costs associated with such a plan.

In addition to evaluating against the predetermined criteria, the following should be assessed (Dubow, 2006):

- To what extent does the potential partnership contribute to the strategic imperatives for strengthening geospatial information management?
- What does the potential partner bring to the table? This may include management and geospatial expertise, resources (facility, information technology and personnel), access to capital, and relevant supporting relationships (contracts, partnerships and affiliations/alliances)
- What are the potential weaknesses (e.g. reputation, uncertain revenue streams, etc.)?
- What is the probability of successfully implementing a partnership with this entity? The working relationship is more likely to succeed the entities share a common vision, values, and culture, as well as compatible performance metrics.
- What are the opportunity costs of not pursuing a partnership?



A Tool for evaluating partnerships is provided in Appendix 1.2.

7.6.9 Conduct a Financial Analysis

Once the preliminary structure and flow of funds have been clarified, it is appropriate to conduct a financial analysis to define the resource requirements (personnel, equipment, facilities, IT). A formal asset valuation analysis by a certified party is usually necessary for acquisition partnerships, merger or joint ventures. See SP3: 3.6.x for more details on Financial Analysis.

Conduct a financial analysis to define the resource requirements.



A Tool for developing a business case for establishing a partnership is provided in Appendix 1.2.



Interrelated Activities are - Stakeholder Identification (SP9), Stakeholder Analysis (SP9) and Formalizing Supply Chains (SP4)

5 Formalizing the Partnership

Formalize the partnership through a formal or informal agreement.

7.6.10 Negotiating and Establishing Agreements

Assuming the financial analysis has proved optimal, it is then appropriate to enter into contract negotiations. When establishing a cooperative arrangement between two or more parties it is important to have a clear and an agreed understanding of the mission and purpose for the arrangement, as well as the roles and responsibilities of all partners.

This agreement needs to be defined at an early stage when setting up the collaboration but recognize that there is a need for flexibility to accommodate change as the collaboration evolves. A partnership may have multiple agreements in place. For example, it may start with an informal agreement established through a statement of intent, and as the project progresses a contract may be enacted to carry out specific work related to the project.

The types of agreement can range from a *Legal Partnership Agreement*, to a *Memorandum of Understanding* or less-formal *Statement of Intent* (Figure 7.7).

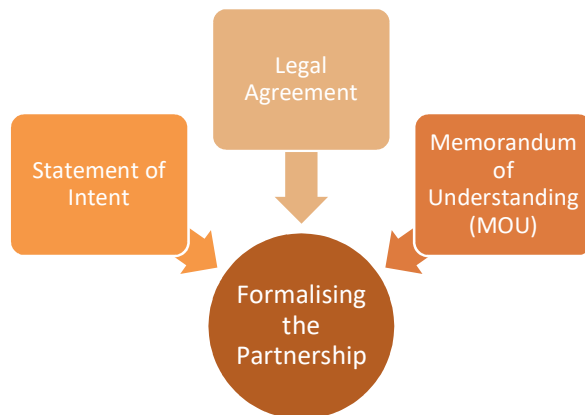


Figure 7.7 Types of contracts that can be negotiated.

Formalizing a partnership hinges on negotiations and the ability to reach compromises. An objective third party (business strategy consultant and/or attorney etc.) can help facilitate the process and find common ground that satisfies the objectives of all parties (Dubow, 2006).

Formalising a collaborative partnership arrangement entails five key tasks

- Enacting a 'Legal Partnership Agreement', 'Memorandum of Understanding' or 'Statement of Intent'
- Documenting the partnership norms and making them accessible. Norms usually include principal points of contact for each party,

communication structures, knowledge management, project protocols, resource management, decision-making, conflict resolution, and meeting frequency

- Establishing the partnership governance, such as through an independent board, steering committee or through an informal partner management process
- Establishing the monitoring, evaluation and review processes
- Defining the process for transitioning and ending the partnership

7.6.11 Establish Communication Plan

Once the partnership is formalized it is appropriate to advise internal and external stakeholders through a communication plan to raise the profile and build support for the new entity or initiative. See SP9: Activity 3.6.6 for more details on how to prepare a communication plan.

Establishing clear communication protocols early in the partnership is important. Case studies have shown that regular and clear communication is essential, particularly when (and if) problems arise (Longmore, 2018). Having regularly scheduled dialogue with the parties' aids in sharing information and avoiding difficulties as the partnership progresses.

Establishing clear communication protocols early in the partnership.

7.6.12 Establish Norms and Governance Structures

Norms and governance structures are essential to cultivating strong and fruitful working relationships. They are practical guidelines and frameworks that help individuals and groups, involved in a partnership, hold productive discussions about difficult topics, manage conflict and reach decisions.

Collaboration works most effectively when the partners have shared values and principles, and when it meets each organization's guidelines and agendas. Collaborations also work best when each partner understands the other directions and priorities. For example, private sector organizations need to understand the government's policy environment and, vice versa, government needs to understand the private sector business environment.

Partnership norms are used to establish the goals, structure and responsibilities of the partnership relationship. This includes identifying and documenting the shared values of the group – shared vision, shared objectives, shared governance, shared risk, shared resources, shared processes, shared information and shared reward.

Norms and governance structures are essential to cultivate strong and fruitful working relationships.

6 Managing the Partnership

Having streamlined reporting and accountability is crucial to the smooth running of collaborations and partnerships.

7.6.13 Reporting and Accountability

Having streamlined reporting and accountability is crucial to the smooth running of collaborations and partnerships. A Collaborative Work Plan can be used to identify specific agreed tasks, realistic timeframes, measurable outcomes, accountability and shared responsibilities.

This plan is typically operationalized by dedicating a collaboration/partnership manager to coordinate governance arrangements, manage communication between partners, oversight project development and implement and complete reporting and accountability requirements. As most collaborations and partnerships span a number of years it is important to document the process and the history and culture of the collaboration.

Technology can be used to bring partners closer together, integrate processes and contribute to maintaining strong relationships in the longer term. Use of technology depends on availability of a dependable infrastructure such as electricity. The examples below can be used as evidence on the need for dependable infrastructure as a requirement. Technology platforms that support online collaboration vary in terms of the depth of collaboration and include:

- **Sharing Networks/Platforms:** As a minimum, sharing networks/platforms where data can be used to distribute information to share a new resource such as a dataset, provide a deadline alert and update a partner on the status of a project. Common methods for distributing geospatial information include online data portals, centralised map viewers, cloud storage for data clearinghouses.
- **Digital Collaboration Platforms:** Digital collaboration platforms go beyond information sharing. They are virtual workspaces that allow multiple participants to edit shared documents and datasets together. These real-time interaction systems replicate the experience of working in the same room. For example, systems for real-time interaction, such as enterprise GIS, allow collaborative editing of datasets/documents over the internet.
- **Online Project Management Systems:** Web-based project management tools allow a lead organization to make project plans, roles, responsibilities, and schedules transparent to all partners (NRC, nd).
- **Communication Platforms:** Communication platforms such as web-based video conferencing sites bring remote teams together to plan, brainstorm and problem solve.

- **Software as a Service (SaaS):** Systems for accessing common geospatial tools, such data management and data analytics, allow teams to use the same methods and thus achieve the same results no matter their location.

7.6.14 Review and evaluate

It is important to continually review and evaluate both the partnership itself as well as the work being undertaken – be it a capacity development exercise, implementation of a system, new business venture and/or the acquisition of data.

For this reason, it is important to establish and get agreement on the reviewing and evaluation process – its goals and objectives and how lessons learned will be applied. Reviews and evaluation are facilitated by having a systematic and open process for receiving feedback and tracking performance.

One of the hardest parts of the review and evaluation process is to choose what to measure. Some example measures include (Figure 7.8a):

- Measuring the inputs e.g. data collected, meetings and reports, and agreed-upon actions that the partnership delivers towards achievement of the goals
- Measuring the outputs, which are the results of the inputs and activities e.g. increase in the number of datasets made available.
- Measuring the outcomes in terms of the overall benefits and change in behavior, e.g. the use of more effective and efficient geospatial information management practices.
- Measuring the impact that the partnership is having in terms of the long-term effects on social, environmental and economic conditions.



A Monitoring and Evaluation Tool for overseeing the partnership is provided in Appendix 1.2.

A Tool for developing Success indicators is provided in SP Appendix x.x

Regular reviews will form part of the overarching monitoring and evaluation process. The review considers the partnership itself and employs a mix of measures – financial, stakeholders, processes and sustainability (Figure 7.8b):

- **Financial:** Review of project budget, spending rate relative to budget balance
- **Stakeholders:** Level of satisfaction, brand recognition, growth in end users
- **Processes:** increased product quality, improved decision-making capabilities

It is important to continually review and evaluate both the partnership itself, as well as work being delivered.

- **Sustainability:** Growth in skills/knowledge, increasing awareness and use of geospatial information

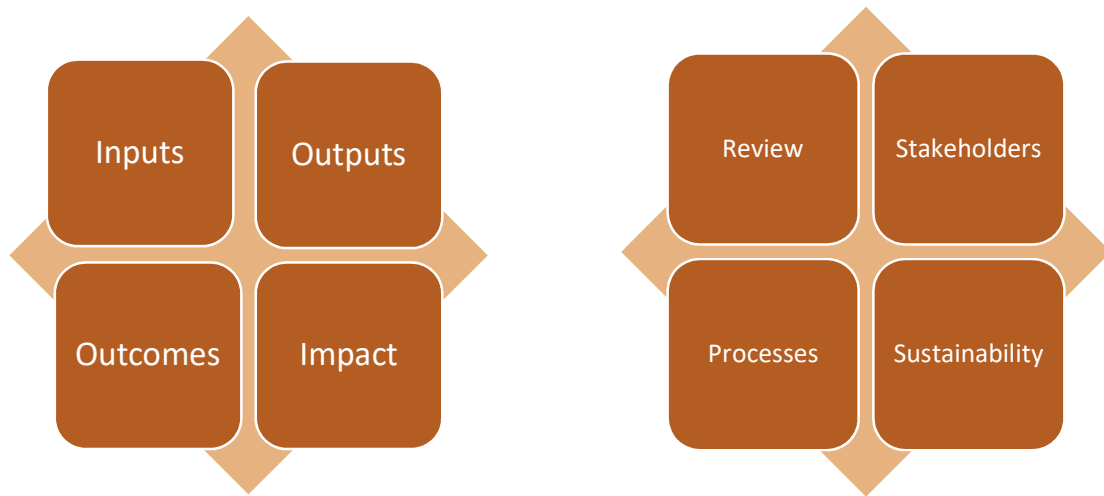


Figure 7.6 (a) Measures for monitoring and evaluation; and (b) Elements of the partnership to be reviewed regularly.

A formal project closure is important. Too often partnerships end with a hard stop or gradually dwindle without substantial communication.

7.6.15 Transitioning and Concluding a Partnership

The process for transitioning and ending a partnership is usually conducted at the stage when the partnership is formalized. The process is also typically specified in the original legal agreement.

A formal project closure is important. Too often partnerships end with a hard stop or gradually dwindle without substantial communication (NCA, nd). This means that there is no opportunity to assess and potentially renew goals and commitments, and it may leave important tasks hanging.

It is also important to set a completion date for the current agreement. While some relationships may continue in the future without ever stopping, it is recommended to have a stop date with a new start of the partnership agreement. This new version allows for adjustments that may be desirable based on past experience.

Once the decision is made by all parties to formally close the partnership, the following activities need to be undertaken:

- Verify all project activities have been completed
- Allocate project assets – usually to one of the partners
- Review and approve final financial accounts and reports, and transfer remaining funds/balance as appropriate
- Archive final records and project documents
- Conduct partnership and stakeholder surveys
- Prepare a closure report including lessons learned

- Recognise and celebrate achievements of the project
- Release appropriate communications advising of the partnership closure and its achievements

7.7 Deliverables

The list of deliverables below are products derived through the integrated geospatial information management development process under the strategic pathway on partnerships. Examples include:

- A report identifying where partnerships can potentially address needs and gaps in capability
- A methodology for evaluating partnership opportunities
- Selection Criteria for evaluating potential partners
- Findings from Preliminary Research into potential partners
- A Request for Information/Proposal/Tender
- A Request for Proposal Evaluation Report
- Partnership Agreements – Statement of Intent, Memorandum of Understanding, Legal Agreement including the processes for transitioning/ ending the partnership
- Communication Plan
- Norms and Governance Structures
- Collaborative Work Plan
- Review and evaluation processes

7.8 Outcomes

Partnerships expand the capabilities and capacities of governments to achieve more while benefiting from a variety of knowledge and experiences that strengthen the organization and its integrated geospatial information framework.

Sharing, learning, knowledge transfer, increased capacity, and other intangible benefits are realized through partnerships. Sometimes, learning what not to do based on a partnership experience is as valuable if not more than learning about proven practices. Communicating the purpose and value of the government organization oftentimes results in a broad network of champions for the work done by the agency.

The strengthening of geospatial information management is made possible through:

- Effective cooperation across disciplines and sectors, private sector and academia, communities and stakeholders, levels of governments, regional and international cooperation;
- Enhance efficiency of development efforts through the exploitation of complementary advantages of those involved in a partnership;
- The diversity that partnerships bring to organizational knowledge, expertise and proficiencies;
- Complementary skills, experiences, knowledge and resources; and
- Strategic and synergistic endeavors, and trusted partnerships that recognize common needs, aspirations, and goals, and national priorities.

Multi-stakeholder partnerships and collaboration leverage a range of resources, be it knowledge, human resource or financial capacity, and have the potential for creative and innovative activities and approaches to embrace and embark on change, tackle complexities and develop feasible options, and deliver the transformation desired. Multi-stakeholder partnerships and collaboration benefit from the collective strength, resolve and resources from the diversity of partners and their respective contributions. Partnerships and collaboration are needed to achieve national development and strategic priorities and the 2030 Agenda for Sustainable Development at all levels.

Effective partnerships and collaboration can create a level of agility and flexibility amongst partners and collaborators; speed up any process development, innovation and transformation; enhance value and sharpen purpose and focus. Ultimately, effective partnerships and collaboration enhance the knowledge and develop the capacities to strengthen integrated geospatial information management arrangements nationally or sub-nationally.

7.9 Resources

To be completed.

7.10 References

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