Partnership Mobilisation
Discovering and leveraging synergies for mutual value creation
The Deloitte Partnership Platform of Services can help you to…

- Unlock the potential of synergistic collaboration
- Discover new ways to create and capture value
- Enhance the efficiency of your operations
- Successfully scale-up existing initiatives
- Measure your impact on society and environment
- Leverage partnership-driven innovation
- Raise awareness for issues that are pivotal to your success
- Build your capacity to engage stakeholders strategically
- Enhance the resilience of your organisation
- Create your legacy

Partnerships can unlock new avenues for organisational success and sustainable development

Asia Pacific, and Southeast Asia in particular, has experienced tremendous economic growth over the course of the last years and decades. The reduction of poverty rates in the region has been accompanied by great progress concerning life expectancy and education levels. However, significant challenges remain. Issues such as human trafficking, corruption, gender and income inequality put a strain on social development and cohesion. At the same time, continued loss of biodiversity, as well as drastic increases in maritime pollution and greenhouse gas emissions, driven by current consumption patterns, pose serious threats to the sustainability of the environment.

New approaches are required to achieve sustainable development within the region, as envisioned by its members states and the global community in Agenda 2030 and the Sustainable Development Goals.

In the contemporary context, partnerships between non-profit and commercial organisations constitute promising vehicles for the resolution of deep-rooted economic, environmental and social issues.

In particular, partnerships between Not-for-Profit and International Organisations (NPIOs) and businesses hold great potential for achieving systemic change in environments characterised by limited funds and limited government capacity. By leveraging complementary expertise, resources and networks, these partnerships can achieve synergies at the nexus of economic and social value creation within the boundaries of the natural ecosystem.

Both NPIOs and businesses can derive significant benefits from collaboratively discovering and pursuing common goals.

The potential benefits for NPIOs can entail:
- Awareness creation
- Impact scale-up
- New approaches to management and innovation
- Industry mobilisation
- Support for policy advocacy
- Access to beneficiaries

The potential benefits for businesses can entail:
- Operational efficiency and supply chain resilience
- Talent attraction, engagement, retention
- Brand differentiation
- Innovation and opportunity creation
- Reputational risk management
- Access to capital and networks
The Partnership Maturity Model

The strategic, operational and cultural characteristics of organisations offer varying degrees of partner complementarity and value creation potential. Despite the unique nature of every partnership, they typically take one of the following forms:

**Philanthropic** partnerships are common among many businesses and typically relate to donations to civil society organisations, which often are unrelated to the core business activities.

*Example: Monetary donations to charities*

**Transactional** partnerships focus on clearly defined projects among NPIOs and businesses that entail benefits for both partners.

*Example: Cause-related marketing, certification issuances, sponsorships*

**Strategic** partnerships are those that are based on co-creation of value that is integral to the achievement of the partners’ (economic and social) objectives, i.e. they create shared value.

*Example: Low-income business models, targeted impact programmes*

**Transformative** partnerships seek to effectuate broad-scale change around a specific social or environmental issue by mobilising various actors within an industry or society at large.

*Example: New organisations, collective policy advocacy*

Each partnership maturity type is characterised by differences across focus, contributions and resource flow between the two partners. As partnerships mature along this spectrum, the efforts of the partnering organisations become increasingly integrated and move from generic resource transfers to co-creation of specialised solutions involving multiple actors.

<table>
<thead>
<tr>
<th>Focus</th>
<th>Contribution</th>
<th>Resource flow</th>
<th>Increasing with each maturity type</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Philanthropic</strong></td>
<td>Ad-hoc</td>
<td>Generic</td>
<td>Unilateral</td>
</tr>
<tr>
<td><strong>Transactional</strong></td>
<td>Opportunistic</td>
<td>Sector-specific</td>
<td>Bilateral</td>
</tr>
<tr>
<td><strong>Strategic</strong></td>
<td>Strategic</td>
<td>Organisation-specific</td>
<td>Reciprocal</td>
</tr>
<tr>
<td><strong>Transformative</strong></td>
<td>Industry/Society</td>
<td>Success-drivers</td>
<td>Platform</td>
</tr>
</tbody>
</table>

- Interest convergence
- Knowledge-sharing
- Resource magnitude
- Contribution complementarity
- Managerial complexity
- Collaboration scope
- Organisational interaction
- Outcome synergy
- Value co-creation
- Organisational change
The Partnership Framework

Not-for-Profit and International Organisations (NPIOs)

**Contribution**

NPIOs can contribute valuable inputs to partnerships with businesses, in the form of:

- Technical knowledge and deep specialisation in social and environmental issues
- Research and capacity-building expertise
- Access to a network of public sector actors, development organisations and communities
- Trust among large segments of society
- Experience in convening diverse stakeholders

**Background**

A recent report of the Secretary General of the United Nations* (UN) indicates that across the UN system, approaches towards partnerships with the private sector are growing deeper and more strategic, focusing on innovation, scale and impact. At the same time, only 1 in 14 partnerships that UN country teams around the world engaged with in 2017 were with local or multinational businesses, according to the United Nations Development Group.

While the growing ambition of NPIOs to more effectively engage the private sector is evident, the realities on the ground can be severely restrictive. Oftentimes, these organisations lack the requisite knowledge or resources to build partnerships with companies that can create lasting impact.

*Report of the Secretary-General: Enhanced cooperation between the United Nations and all relevant partners, in particular the private sector (A/72/310)

**Business**

**Contribution**

Contributions that businesses can make to partnerships with NPIOs include:

- Knowledge of the local (business) environment and trends
- A large network of primary stakeholders, such as suppliers, distributors and customers
- Locally-relevant technologies and specialised market capabilities
- Physical and financial capital
- Skilled and experienced employees

**Background**

Increasing competitive pressures and regulatory requirements can result in a confinement to short-term results and reactionary actions on part of many businesses. Driven by a strong focus on financial returns, the social and ecological environments in which they operate are often neglected, which can threaten the sustainability of supply chains and entire business models.

At the same time, business engagement with NPIOs is typically minimal or non-existent due to the lack of either previous experience or awareness of the potential benefits. This is a missed opportunity since a collaborative approach towards these organisations can result in significant improvements in core business activities and the development of an enabling business environment.
The Deloitte Partnership Platform of Services

Our platform of services is grounded in three core service offerings, each of which finds applicability in the majority of the partnership framework activities. In alignment with your specific needs, Deloitte is able to provide the appropriate set of services to advance your partnership endeavours and to support you in creating sustainable impact.

**Capacity-building**
Whether you want to prepare for the next step with your partner organisation(s) or learn more about our best practices and insights, we provide transformative workshops that enhance your ability to build partnerships with confidence.

**Partnership Health Checks**
Based on a broad assessment of the partnership context and your current practices, we derive practicable recommendations for improvement so that you can leverage the full value creation potential of your partnership.

**Issue Deep Dives**
We help you develop the right solutions for issues hampering partnership progress so that you and your partner organisation(s) can continue delivering on the partnership objectives in an effective, efficient and equitable manner.

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**Initiation**

<table>
<thead>
<tr>
<th>Activation</th>
<th>Partner Identification</th>
<th>Formation</th>
<th>Partnership Strategy</th>
<th>Partnership Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organisational partnership potential and capacity assessment</td>
<td>• Partner due diligence (incl. risk and value creation potential assessment)</td>
<td>• Development of suitable scope</td>
<td>• Formulation of an effective partnership strategy</td>
<td>• Shaping roles and responsibilities, financing and dispute settlement mechanisms, and risk management</td>
</tr>
<tr>
<td>• Staff training</td>
<td>• Development of initial partnership business case (incl. estimation of budget, timeframe, risks etc.)</td>
<td></td>
<td>• Design of portfolios, programmes, projects (incl. KPIs and M&amp;E framework) and implementation roadmaps</td>
<td>• Partnership negotiations and agreement</td>
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<td></td>
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<td>• Set-up of steering groups, committees and task forces</td>
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**Development**

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Execution</th>
<th>Monitoring and Evaluation</th>
<th>Progression</th>
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</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Portfolio, programme and/or project management (incl. effective partnership resource management)</td>
<td>Monitoring and evaluation of execution progress (incl. impact assessment)</td>
<td>Additional partner identification (incl. multi-stakeholder models)</td>
</tr>
<tr>
<td>Governance</td>
<td>Community engagement</td>
<td>Partnership evaluation and maturity assessment</td>
<td>Expansion of partnership objectives</td>
</tr>
<tr>
<td></td>
<td>Partnership capacity building (incl. ongoing lessons learned)</td>
<td>Internal and external partnership progress communication</td>
<td>Increase of partnership scope and/or scale</td>
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<td></td>
<td></td>
<td></td>
<td>Phase-out management (incl. handover for full local ownership)</td>
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**Implementation**

<table>
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<tr>
<th>Partner</th>
<th>Extension and Discontinuation</th>
</tr>
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<tr>
<td>Setup of steering groups, committees and task forces</td>
<td>Additional partner identification (incl. multi-stakeholder models)</td>
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<td>Phase-out management (incl. handover for full local ownership)</td>
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<tr>
<td></td>
<td>Final/post-partnership evaluation and embedding of knowledge and tangible outputs in organisational operations</td>
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Deloitte as your trusted adviser

At Deloitte, we serve the public interest and foster societal impact across the world. Many decades of providing world-class services to both commercial and non-commercial clients has shaped our ability to convene and support partners across sectors to bring about transformative change. Our cross-functional capabilities enable us to deliver solutions that are tailored to the specific requirements of each partnership.

Drawing on this experience, Deloitte has published and collaborated on several thought leadership pieces regarding cross-sector collaboration, including:

- The Prince’s Accounting for Sustainability Project (A4S)
- ACCA (the Association of Chartered Certified Accountants) Global Forum for Sustainability
- CDP (Formerly the Carbon Disclosure Project)
- Global Initiative for Sustainability Ratings (GISR)
- Global Reporting Initiative & Global Sustainability Standards Board (GRI & GSSB)
- International Integrated Reporting Council (IIRC)
- Sustainability Accounting Standards Board (SASB)
- Sustainable Stock Exchanges Initiative (SSE)
- United Nations Global Compact (UNGC)
- World Business Council for Sustainable Development (WBCSD)
- World Economic Forum (WEF)

Commitment to the United Nations

Deloitte has collaborated with UN management and its staff at all levels in various technical areas for more than 25 years. In Southeast Asia, similarly to other regions of the world, we have established a dedicated UN Centre of Excellence to maximise our contribution to the organisation’s work. Through numerous engagements for leading UN agencies in the region, our Deloitte UN team has acquired a deep expertise concerning the inner workings of the UN and its needs, including:

- Organisational culture and structure
- Policies, procedures, rules and regulations
- Tools, methodologies, systems, controls and protocols

Integrated solutions

The Partnership Mobilisation brochure is part of a set of brochures that Deloitte has developed to offer targeted solutions to not-for-profit and international organisations, businesses, and partnerships between these entities. The two complementary offerings are:
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Comprising approximately 340 partners and 8,800 professionals in 25 office locations, the subsidiaries and affiliates of Deloitte Southeast Asia Ltd combine their technical expertise and deep industry knowledge to deliver consistent high quality services to companies in the region.

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