



**USAID**  
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**TCBoost**

Supporting Trade Capacity Building Worldwide

## (Re)Valuing Alliances: An Outcomes-Based Approach

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# The Numbers

3025  
partners

1:4  
leverage

1065  
alliances

So What?

# Towards More Meaningful Metrics

- How do we know if alliances are **worth the time and effort?**
- How do we know if alliances are **well implemented?**
- How do we know if the alliance is **creating the desired change?**
- How do we know if we were able to do a project **better/faster/cheaper** and with **greater chance of long-term success** because of the alliance?



**Process Metrics**

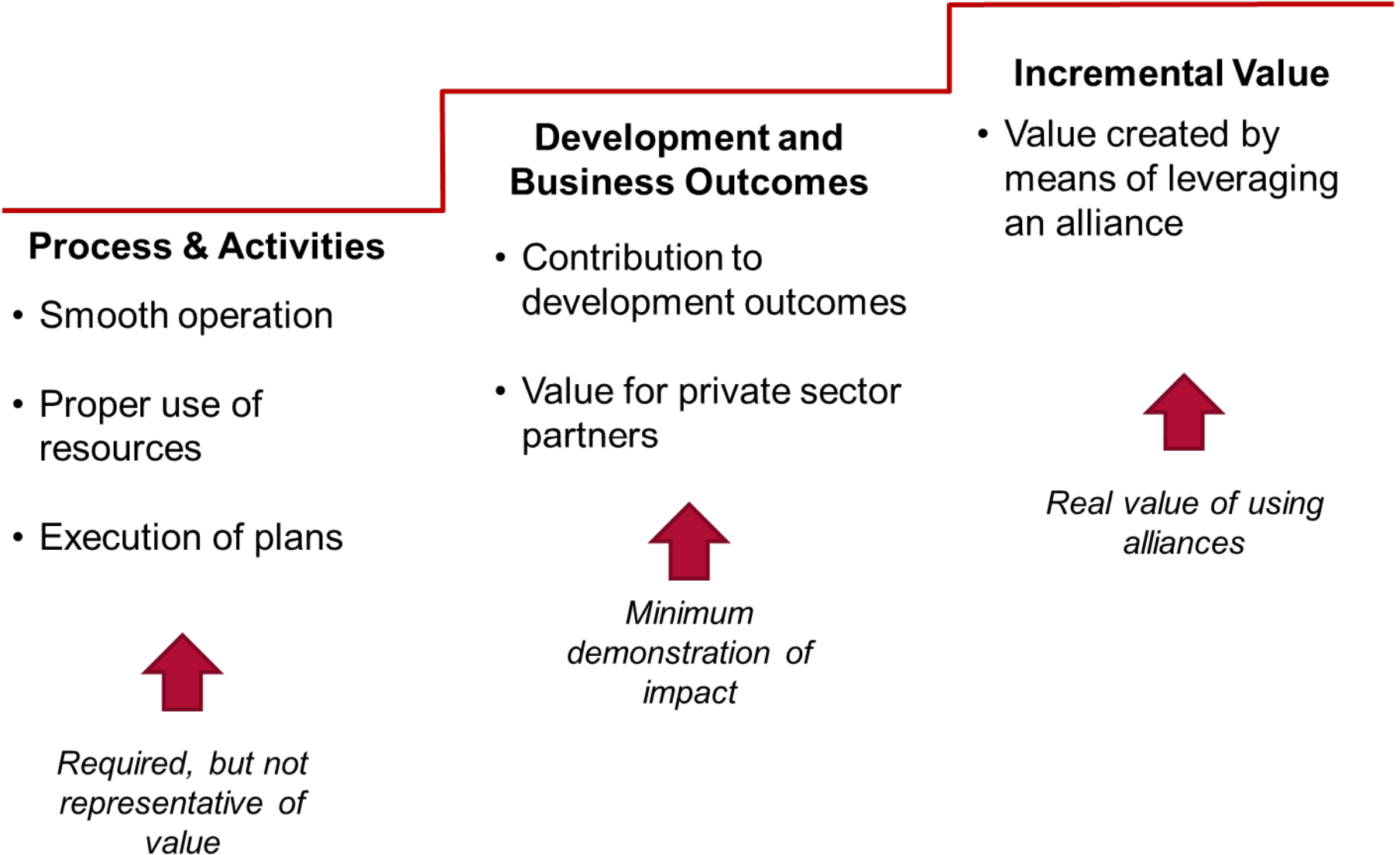


**Development and  
Business Outcomes**



**Incremental Value**

# Refining Alliance Value



# Sample Metrics

## Process & Activities

- # weeks from concept to implementation
- Leverage ratio
- Establishment of MOU

## Development and Business Outcomes

### *Development outcomes:*

- # people made job-ready
- % change in income

### *Business outcomes:*

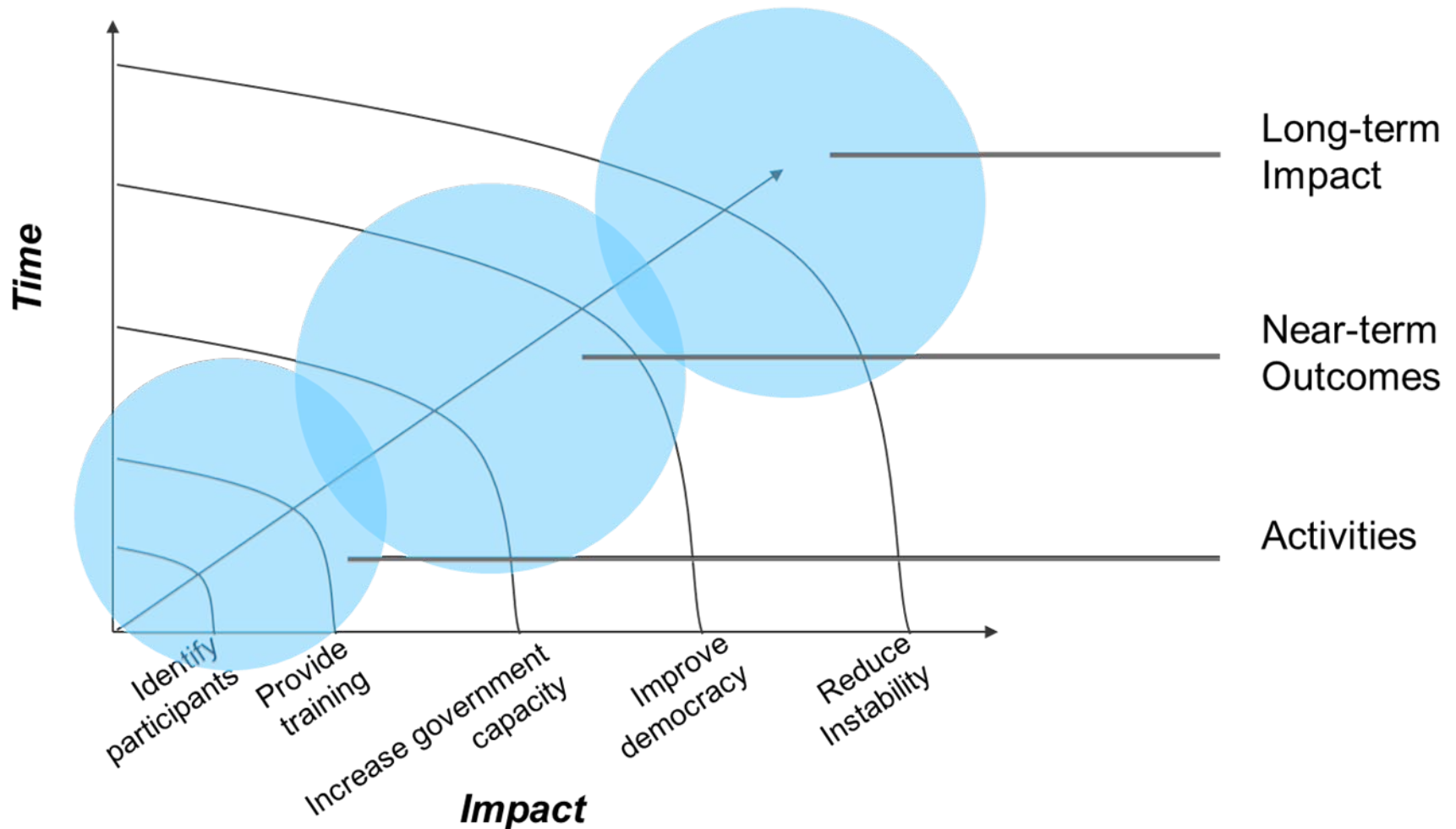
- % change in employee absenteeism
- \$ value of product improvements

## Incremental Value

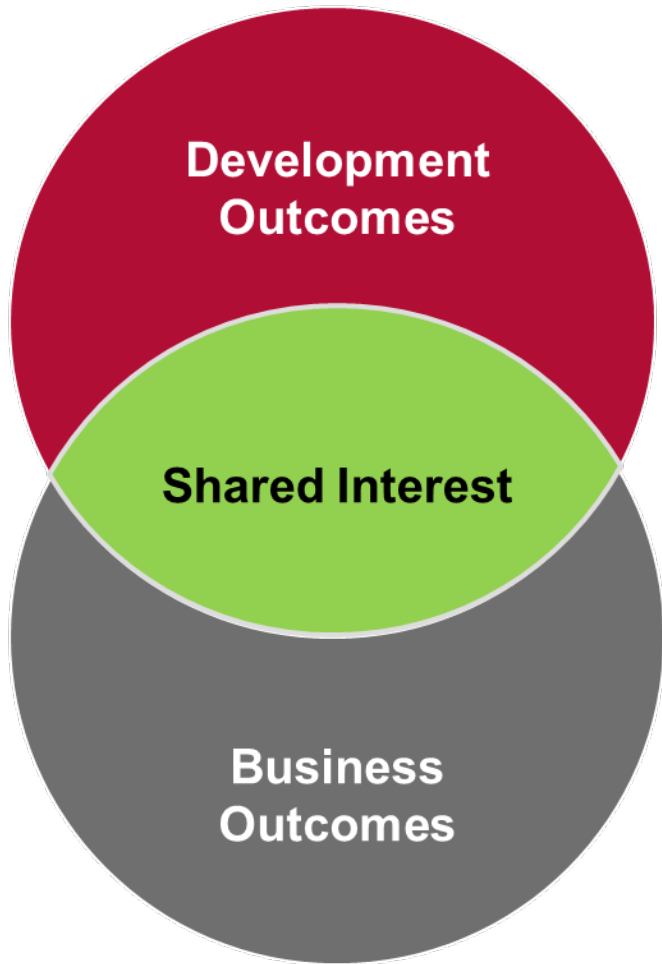
- # incremental people served
- \$ saved through alliance model
- % increase in program effectiveness

# What are outcomes

*Outcomes near-term objectives that demonstrate our contribution to long-term goals as a result of activities and strategies*



# Focus on Shared Interests



## *Alliance strategies must...*

- Find the areas of largest overlap
- Identify the overlaps that **significantly** increase business and development results

in order to...

- Outweigh transaction costs
- Generate partner interest
- Create lasting, sustainable impact

# Incremental Value

*Alliances should produce incremental value in terms of both development outcomes and private sector results*

## Scale

“Through the partnership, we served three times as many as we could have served alone.”

## Effectiveness

“The program improved due to the industry knowledge of our private sector partners – it was twice as effective as otherwise.”

## Efficiency

“With each partner focusing on what it does best, we launched the program with about a third less total cost than it would have been had we gone it alone.”

## Sustainability

“Partnering with the private sector, around mutually beneficial goals, helps ensure that the project persists after USAID involvement ends.”

## Systemic Change

“Forming a multi-actor coalition helped to solve an industry wide bottleneck.”



# Capturing Alliances Value: Action Steps

## Forming Alliances

- Speak the language: focus on values not activities
- Find the intersection: identify where values overlap and how to achieve them together

## Implementing Alliances

- Examine the unique capabilities of each potential partner
- Break with tradition: new strategies for new results

## Measuring Alliances

- Balance compliance (required) with strategic measurement (where value is shown)
- Revisit and revise: alliances are an ever-evolving method of development!

# Conclusion

*Partnerships make sense when they yield*  
***a new way of doing things***  
*and*  
***magnified results***  
*for all partners*