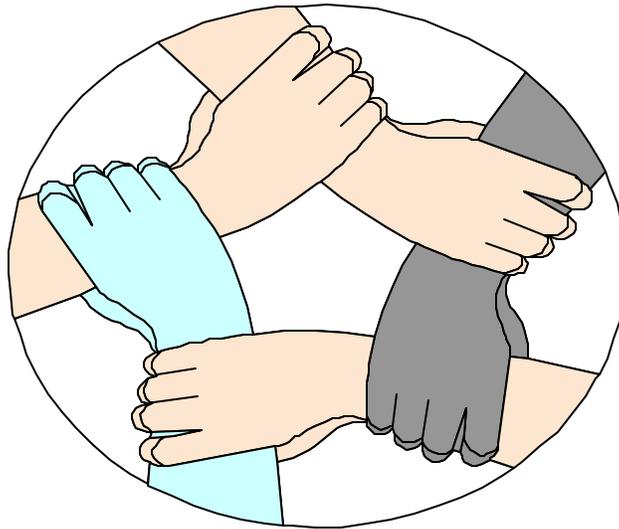# The Collaboration Roundtable Phase III

Building and Sustaining Effective Partnerships

Submitted to the Project Ad Hoc Committee:

- *City of Vancouver*
- *Department of Canadian Heritage*
- *Immigrant Services Society of B.C.*
- *Latin American Community Council*
- *Ministry of Multiculturalism and Immigration*
- *Community Liaison Division*
- *Somali-Canadian Community Development Association of BC*

- *M.O.S.A.I.C.*
- *Nisha Child and Family Services*
- *Pacific Immigrant Resources Society*
- *Self-Help Resources Association*
- *Surrey Delta Immigrant Services Society*
- *United Way of the Lower Mainland*
- *Cambodian Community Family Support and Integration Program*

by: *Martin Spigelman Research Associates* and *Zena Simces and Associates*
April 2000

Canadian Heritage   Patrimoine canadien

United Way
Member Agency

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REPORT

1. Introduction

There is a tendency to view non-profit and for-profit organizations, educational institutions, government agencies and businesses as separate worlds, competing with each other for resources, clients or influence. Yet limited resources, the climate of fiscal restraint and agencies' own commitment to quality service are all contributing to the growth in the number of partnerships characterizing the social service sector.

Partnerships hold out the promise of many advantages. At the same time, effective partnerships are difficult both to construct and to sustain. The Collaboration Roundtable, and this Phase III Report[1], are intended to help agencies work within a partnership arrangement.

1.1 Background

In the Fall of 1998, a group of community organizations and funders came together as the Collaboration Roundtable. Its purpose was to explore ways to improve on collaboration and partnership initiatives, and to develop a "culture of collaboration" in the Lower Mainland region of British Columbia. The Roundtable's objective was to identify issues and barriers that affect their ability to form successful partnerships. Among the issues identified was the question of how to accommodate the unique concerns and circumstances of smaller ethnocultural organizations.

The Collaboration Roundtable has completed two stages of its work:

> ➢ Phase I (June 1999) was designed to enhance agency understanding and awareness of partnership issues. It included the preparation of a discussion paper on partnerships, sponsorships and collaboration as well as a survey of community agencies. The phase concluded with a workshop examining a variety of partnership issues.

> ➢ Phase II (October 1999) focused on one specific concern, namely the unique situation of smaller ethnocultural organizations working in partnership with larger,

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[1] © Nisha Family & Children's Society and MOSAIC, 2000, on behalf of the Collaboration Roundtable Ad Hoc Committee

multicultural or mainstream agencies. This phase included the preparation of a report on agencies concerns.[2]

1.2   Phase III—Purpose

In February 2000, the Collaboration Roundtable initiated its third phase. Its purpose was to enhance the ability of agencies in the Lower Mainland region to build and sustain effective partnerships. The project's objectives were (i) to strengthen the ability of smaller organizations to work in partnership with other agencies; and (ii) to provide all agencies with concrete tools for building and sustaining effective partnerships.

Phase III included:

➢ a review and assessment of the literature on partnerships with particular reference to collaborative initiatives involving ethnocultural communities;

➢ an assessment of the partnership tools currently available and the development of certain tools—for example an evaluation framework and a model Partnership Agreement—which Collaboration Roundtable partners could use; and

➢ two workshops, one intended to strengthen the capacity of smaller agencies to work in partnership, and the other focusing on specific partnership issues such as risk and liability, operational models and assessment.

1.3   Report Organization

This report briefly summarizes the two workshops' organization, considerations, conclusions and recommendations. Importantly the Appendices include a series of practical tools, prepared for or emerging from the workshops, which can help agencies build and sustain effective partnerships. The contents of these appendices could form the beginnings of a Partnership Tool Kit.

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[2] The reports from both Phase I (*Report on the First Step*) and Phase II (*Outreach to Small Organizations*) are available from MOSAIC, 1522 Commercial Drive, Vancouver, BC, V5L 3Y2.

2. Workshops

2.1 Organization

The first workshop took place on Saturday March 25 and included representatives of sixteen different organizations, most of which were smaller ethnocultural agencies. The day's objective was to enhance organizations' ability to work in partnership with other organizations, whether large or small. The facilitators and workshop participants addressed a series of questions and issues including:

➢ what does partnership mean;
➢ common terminology;
➢ partnership models;
➢ the advantages and disadvantages of working in partnerships;
➢ features of successful partnerships;
➢ the unique challenges facing ethnocultural groups as they work in partnership with other organizations; and
➢ useful tips for building and sustaining successful partnerships.

The second workshop took place on Monday March 27 and included representatives of thirty different organizations, both large and small. Participants reviewed the first day's presentations and outcomes and then moved on to its own objective, namely to enhance participants' knowledge and skills. The workshop addressed a series of specific and particularly difficult issues including:

➢ risk, liability and accountability;
➢ developing an effective Partnership Agreement;
➢ sharing power;
➢ effective decision-making structures for partnership arrangements;
➢ evaluating partnerships; and
➢ potential components of a Partnership Tool Kit which would be of practical value to multicultural and ethnocultural organizations in the Lower Mainland region.

A full list of participating agencies is presented in **Appendix A.**

2.2   Considerations and Workshop Conclusions

The following summarizes the conclusions that emerged from the two workshops.

Defining Partnership

Workshop participants emphasized that partnership means people working together for a common purpose or toward a common goal. They suggested that in order to build an effective relationship, partners should:

- ➢ share a common vision and common goals and objectives;

- ➢ share responsibilities in an equitable manner and have complementary roles;

- ➢ collectively invest certain resources in the partnership and equitably share the risks, responsibilities and benefits associated with the partnership; and

- ➢ be prepared to relinquish some measure of their autonomy and independence for the sake of their common goal.

Partnership Terms

In an effort to clarify their understanding of different partnership models, participants considered the different terms that are often used to describe these relationships. They emphasized the importance of people having a common understanding of these terms. **Appendix B** includes a preliminary list of common partnership terms. A fuller glossary could be included in a Partnership Toolkit.

The Partnership Continuum

Participants recognized that partnerships can fall anywhere along a continuum—from cooperative arrangements to more extensive collaborative efforts and ultimately to fully

integrated functions and structures. It was noted that fully integrated partnerships are not common in the Lower Mainland region.

Where a partnership falls on this continuum depends upon many factors. Nevertheless the key characteristic that distinguishes the different models is the degree to which power and decision-making authority are shared. For example:

➢ in a *cooperative model*, each partner maintains its own decision-making authority and structure and there is minimal sharing of power;

➢ in a *collaborative model*, the partners agree to share decision-making responsibility but ultimate authority remains with each of the individual partners; and

➢ in an *integrated model*, the partners agree to vest power and control in a new management arrangement. This model entails the largest surrender of individual autonomy and authority.

Appendix C includes a variety of terms that describe the different points on the collaboration continuum.

The Value of Partnering

Participants discussed both the advantages and disadvantages of working in partnership. They suggested that agencies often have better access to resources if they are willing to partner with other agencies. Partnerships give them the opportunity to build networks, to have more influence with funders, to advocate more effectively, to learn from or mentor each other, and—occasionally—to enhance their own visibility. Working in partnership can enhance an agency's credibility and allow it to more readily achieve its goals.

Most importantly, participants suggested that partnerships can allow them to provide service to clients in a more effective, comprehensive and holistic manner.

At the same time, however, participants certainly recognized the risks and disadvantages of working in partnership with other agencies. These include:

> ➤ Building and sustaining partnerships require a great deal of work and can consume a great deal of time. Often partnership issues, operational matters and even power struggles will draw time and energy away from client or community service.

> ➤ A partner may incur a measure of legal or financial liability because of the other's actions. Similarly the reputation of one organization may suffer because of the need to respect partnership decisions—even those with which a partner disagrees. An agency's credibility with funders and with the community may be compromised because of one partner's actions.

> ➤ Partners always have to compromise and reconcile their differences and this may have implications for the agency's philosophy, mandate and organizational or operational culture. Inherent in partnership is a certain loss of identity, power, control and autonomy.

> ➤ Partnerships sometimes require parallel organizational or operational structures and these may draw always-limited resources away from direct client or community service.

These risks and disadvantages were described as being particularly acute for small ethnocultural organizations. They are often obliged—by funders and sometimes by circumstances—to enter partnerships with large multicultural or mainstream organizations. Workshop representatives from the smaller organizations identified a number of risks and disadvantages which either were unique to their situation or more intense given their situation.

First and foremost, these organizations feared being assimilated by the larger group, losing their identity and sense of purpose, and losing also their visibility in the community. Larger agencies, they said, often do not regard them as equals and may marginalize their role in the partnership or in the project. The relationship may put the smaller organization's cultural and linguistic identify at risk. The smaller agency may be intimidated by the larger organization given the latter's ability to access resources, its greater experience in the field and its ability to use paid staff rather than rely upon the good will of volunteers.

Representatives of the smaller organizations said they feared not being heard or understood. Communication barriers made partnerships risky for these smaller

organizations. The smaller organizations worried about the potential for reprisals if they were unwilling to yield to the other's wishes and agenda.

Smaller ethnocultural groups recognize that they may lack experience and skills, may deal with conflict differently and may not always understand the system and the "unwritten rules" of partnerships. These compromise their ability to be equals in the partnership.

Representatives of the smaller, ethnocultural organizations suggested these risks could be minimized if the larger organizations and the funders developed a better understanding of the character and concern of their smaller partners. Listening and respect were the keys to success when large and small, multicultural and ethnocultural agencies want to work together as partners.

The workshop suggested that processes and structures be put in place to protect the smaller groups, and to ensure they are heard and comfortable in the relationship. Building capacity in these smaller organizations is also critical. It was emphasized that education is a two-way street and partners can always learn from each other regardless of their size or experience. Partnerships should create, and will certainly benefit from, an environment that is open to learning

Successful Partnerships

Participants offered many suggestions about the factors that contribute to building and sustaining an effective partnership. Key to success in this regard were:

- ➢ mutual trust and respect, and a willingness to be open to the views and priorities of all the partners;

- ➢ a clear commitment to working together and strong leadership within the partnering organizations;

- ➢ adequate time for partners to come to understand each other's concerns, and recognition of each other's uniqueness and values;

➤ honesty, a willingness to address issues openly and a process for allowing the smaller partner to be heard;

➤ efforts to enhance the capacity of the partners to enter and work within partnership arrangements;

➤ efforts to ensure that all the partners benefit in tangible ways from the relationship; and

➤ a willingness to engage in new ways of addressing issues or resolving problems;

Appendix D provides a Guide to Successful Partnerships.

Tools for Successfully Building and Sustaining Effective Partnerships

Participants noted that expressions of goodwill and good intentions, by themselves, are not enough. They suggested that community agencies needed a variety of tools to help them prepare for, build and sustain effective partnerships. They suggested this tool kit might include, in addition to the components identified earlier and included in the Appendices, the following:

➤ **A Partnership Readiness Test**. This "test" would allow an agency to explore whether it is ready to work in partnership with other agencies and whether it has the structure necessary to support a partnership. If not, this tool could identify how the agency could enhance its capacity and readiness in this regard. This kit should include a list of community resources which agencies can access if they wish to enhance their ability to work in partnership.

➤ **A Partnership Compatibility Chart**. This tool would allow potential partners to compare their organizations and structures, and to assess their compatibility. It could identify, for example, whether the potential partners have operational and value systems that are compatible. If differences were identified in certain important areas—for example financial reporting—the partners would then know this is an area that will require attention before proceeding with the partnership.

Making use of such a tool would reduce the risks inherent in entering partnerships.

➢ **Models for Making Decisions and Managing the Partnership**. Many organizations are not aware of the different structures that are possible for managing a partnership or for making decisions within a partnership. The toolkit might provide a number of examples that they could either adopt for their purposes or adapt to their particular circumstances. **Appendix E** includes three such models.

➢ **A Partnership Agreement**. Participants believed that a Partnership Agreement was a vital tool for sustaining effective partnerships. The Agreement should be detailed and clear. It should address the full array of issues which often confound partnerships and relationships: the reasons for working together, the challenges each partner will face and the accommodations which will be necessary, understandings about the distribution of financial resources, a statement of roles and responsibilities, means for resolving conflict and a process for terminating the partnership if and when required. **Appendix F** includes both a list of potential items to include in a Partnership Agreement and a sample agreement.

➢ **An Evaluation Framework**. Participants appreciate the need to evaluate the operations and effectiveness of their partnerships but do not necessarily know how to undertake such work. An evaluation framework would be a useful addition to the Partnership Toolkit. This framework would focus on the partnership itself rather than on the much more common effort to evaluate the project outcomes associated with the partnership. The chapter **Evaluation Framework** includes one such evaluation framework.

3.   Conclusions and Recommendations

The workshops supported agencies' efforts to think about partnerships, to assess the partnerships in which they are involved and to identify what tools are required if they are to build and sustain effective partnerships in the future. Chapter **Workshop Evaluation** includes a summary of their assessment of the two workshop sessions.

Participants offered a number of recommendations for the Collaboration Roundtable and its future endeavours.

> ➢ This workshop's report should be distributed widely in the community and should include the variety of tools considered during the two days. It would be useful to make this report, as well as the two earlier reports, accessible through the Internet.

> ➢ The Collaboration Roundtable should continue work on the Partnership Toolkit. At present there are few such tools available to community agencies and none which are appropriate for multicultural and ethnocultural organizations.

> ➢ The Collaboration Roundtable should consider presenting partnership workshops in other communities throughout British Columbia. The workshops are themselves a useful tool for developing capacity and responding to funder-requirements. At the same time, care would have to be taken to recognize and incorporate the unique circumstances of smaller communities relative to the Lower Mainland region.

The Collaboration Roundtable should also consider hosting another partnership forum in which both community agencies and the variety of community funders—including government—could come together and begin to build a common understanding of partnership.

APPENDICES

The following appendices include materials prepared as exercises for the Collaboration Roundtable workshops held during March 2000. In some cases, they have been adjusted to reflect the discussions that occurred during those two days.

In many ways, these appendices can serve as a foundation for the Partnership Toolkit being considered by the Collaboration Roundtable. The tools, however, require some further work and refinement to ensure their suitability for the full range of organizations that may wish to use them while building or sustaining their effective partnerships.

Appendix A: Participating Organizations

March 25, 2000

- Britannia School/Centre
- Cambodian Family Support and Integration Program
- Canadian Hispanic Congress
- Congolese Community of BC
- Federation of African Communities of BC
- Filipino Canadian Support Services Society
- Latin American Community Council
- MOSAIC

- Pacific Immigrant Resources Society
- Self-Help Resource Association
- Somali-Canadian Community Development Association of BC
- South Sudanese Association
- Surrey Delta Immigrant Services Society
- Taiwanese Canadian Cultural Society
- Unity in Diversity (UNIDA)
- West Coast Domestic Workers Association

March 27, 2000

- AMSSA
- BC Parents in Crisis Society
- Burnaby Family Life Institute
- Burnaby Multicultural Society
- Canadian Hispanic Congress, BC Chapter
- Collingwood Neighbourhood House
- Congolese Community of BC
- Families as Support Team (FAST)
- Family Services of Greater Vancouver
- Filipino Canadian Support Services Society
- Immigrant Services Society
- Japanese Canadian Volunteers Association
- Maple Ridge/Pitt Meadows Community Services Council
- Ministry of Multiculturalism and Immigration
- MOSAIC

- Nisha Family and Children's Services Society
- Pacific Immigrant Resources Society
- Progressive Intercultural Community Services Society
- Self-Help Resource Association of BC
- Somali-Canadian Community Development Association of BC
- South Sudanese Association of BC
- South Vancouver Neighbourhood House
- SUCCESS
- Sunset Community Centre
- Surrey Delta Immigrant Services Society
- Unity in Diversity (UNIDA)
- Vancity Community Foundation
- Vancouver Aboriginal Council
- Vancouver and Lower Mainland Multicultural Family Support Services
- Vancouver Park Board

Appendix B: Glossary of Partnership Terms

Accountability: the obligation to account for responsibilities conferred. Accountability is based on the assumption that citizens want improved and more effective services and reflects the right of citizens to know what a government or agency intends to achieve and whether they have achieved their intentions.

Agreement: a mutual understanding among two or more individuals or groups.

Assessment: to review a particular situation to determine its benefit or value so that decisions can be made on how to proceed.

Brainstorming: a discussion technique that encourages people to generate the maximum number and variety of ideas without making any judgments as to their value, merit or appropriateness.

Capacity building: increasing the ability of individuals, groups and organizations to plan, undertake and manage initiatives.

Evaluation: a formal review process to determine whether goals or objectives have been met, or whether the activity or program is working as intended.

Resources: people, money and things that may be required to carry out a particular initiative.

Stakeholder: a person or organization with an interest in a particular program, organization or initiative.

Appendix C: The Collaboration Continuum

Alliance: A union of groups having common interests and formed by shared agreement.

Association: A group joined together for a common purpose.

Coalition: A temporary union for a special purpose or common cause.

Collective: A number of persons or groups acting together.

Co-location: Two or more organizations sharing office space and common administrative functions.

Confederation: A league or alliance of groups who have joined together for a special purpose.

Consolidation: The combining of two or more groups into a new entity with the accompanying dissolution of the previous structures.

Consortium: An association governed by a joint agreement drafted by its members.

Co-operative: An autonomous association of members united voluntarily to achieve common goals for members through a jointly owned and democratically controlled enterprise.

Federation: The uniting of groups into a league with a common purpose.

Merger: The legal consolidation of two or more organizations into one entity.

Network: A loosely formed group of organizations.

Partnership: The association of two or more individuals who share the risks and profits of a business; an informal term for two or more organizations working together.

Virtual Agency: A group of organizations using information technology to connect with each other through electronic routes of communication.

Appendix D: A Guide to Effective Partnerships

What is required to build and sustain an effective partnership? The key ingredients include time to develop the relationship, careful planning, trust, an equitable sharing of resources and responsibilities, and mutual benefit. Partnerships will have a sound basis if the right partners are chosen for the right reasons.

The following outlines critical elements for success in partnerships.

Initiating Partnerships

Before entering into negotiations, identify why you need to partner and who would be the most appropriate partners. It may be necessary to have a preliminary discussion with potential partners to discuss relevant issues prior to deciding that any partnership or a particular partnership is appropriate. The partnership may go through stages, starting off small and developing into a more comprehensive arrangement.

It is important to ensure that the each organization is ready, willing and able to be a partner.

Experience tells us that time spent in the beginning, establishing a firm foundation, will be saved in the long run by greatly increasing the probability of success. More specifically, the following preparatory work should be undertaken.

Partnership Culture and Attitude

- Ensure that your own organization has a culture and attitude which support partnerships**.** This implies the need for an environment where there is a positive attitude toward cooperation and collaboration; a readiness to share information; and a willingness to give up some control or power and to accept compromises in the interest of achieving common objectives.

Membership

- Begin by determining **who** the potential partners should be. Partners should be carefully selected based on their "stake " or vested interest in the goals of the partnership.

Mutual Benefit

- Clarify the common need for the partnership. Ask yourself **why** you should partner? Identify what value there is in partnering and how each partner can benefit. It must be clear that there is a value-added for all parties. Illustrate how the partnership can be a win-win situation for each partner.

Common Mandate/Purpose

- Reach agreement on the mandate or purpose of the partnership as well as the purpose of the programs, services or initiatives resulting from the partnership.

Other Key Factors

- Clarify expectations so that each partner knows what to expect from the other. Establish an overall willingness and commitment to working together to negotiate the partnership. Begin by agreeing to a common language that can be used by all the partners to understand each other.

- Establish a set of principles to guide the negotiations remembering that honesty and openness are key values. Learn as much as you can about your partner and understand each other's history and organizational culture. Recognize your own assets and limitations and understand the different partners' differences before you enter into negotiations. Determine how much you are willing to compromise and what compromises you are willing to make.

- Consult with the people affected by the partnership to ensure that their needs will be met.

- Establish common goals and objectives, identify roles and responsibilities, and clarify who is responsible what kinds of decisions.

- Remember that partnership is about relationships and that means interpersonal factors play a key role throughout the partnership.

Sustaining Partnerships

To maintain or sustain and manage partnerships, a number of critical elements are required.

Shared Vision

- Start the partnership process by establishing a common vision. This encourages participants to look at the positive or ideal and allows a bit of dreaming about the future. It is important in a partnership to share a common vision so there is agreement on what the future could look like as a result of their common efforts. Once groups capture their vision, it is easier to move to identifying the more specific goals and objectives which are needed to reach this vision.

Common and compatible goals and objectives

- Identify goals and objectives that state desired outcomes to make the vision a reality. Goals and objectives are measurable accomplishments that can be evaluated to determine if the partnership succeeded in doing what it set out to do. The partners should try to reach an agreement on their shared long-term goals and on more focused short-term objectives.

- Acknowledge that partners may have their own priorities and build on this.

Division of Roles and Responsibilities

- Define and recognize the importance of each partner's role in achieving the partnership's common goals. Outline how they are to work together. Acknowledge that effective partnerships are not necessarily those in which each has an equal role. Partners can play complementary but separate roles. Partners may be responsible for very different functions or may work together to carry out certain activities.

- Define and document each partner's role in a clear and concise manner, so there is common understanding of what is expected.

Balancing the Power Structure

- Agree upon how power and authority will be shared. The degree to which decision making is shared depends upon the partnership model adopted, whether cooperative, collaborative or integrated. The model should be fair and equitable while recognizing that this does not mean that each partner necessarily has equal authority.

- Clarify reporting and accountability relationships. Partners should understand the decision-making model and agree upon has authority to make which decisions and what decisions can be made. It is also critical to clarify who is accountable for what and to whom.

- Recognize that giving up some autonomy is inevitable. The challenge is to create an atmosphere where partners feel there is joint ownership.

Effective Communications

- Keep each other informed. This appears to be simple but often proves difficult. Ensure there is open, honest and clear communication. There should be no hidden agendas. This will help avoid unnecessary misunderstandings and potential conflict situations. Ensure all partners are informed about each other and the issues, and that there is a mutual understanding regarding expectations, roles, responsibilities, decision-making and accountabilities.

- Develop a forum that encourages partners to meet regularly to solve problems cooperatives, to exchange information and to learn from one another.

- Listen to each other and, more importantly, hear what each other is saying. Listening is critical to effective communication. It demonstrates respect and promotes awareness of strengths, biases and conflicting interests.

- Develop a conflict resolution process in advance of serious differences of opinion or perspective.

- Maintain an historical account of the partnership for the purpose of continuity and evaluation.

Supportive Structures and Processes

- Ensure that your organization is prepared to implement structures and processes that support the partnership. This may require implementing mechanisms to ensure input of all partners. Participation of staff at all levels from all partners may sound simple but often requires specific changes to structures and processes to ensure that meaningful participation actually occurs on an ongoing basis.

- Develop and adapt structures and processes to accommodate different practices existing among the partners.

Commitment

- Seek commitment to the partnership from each of the organizations involved. Agreeing to work together is the foundation of a partnership. Often this step is missed because it is assumed that those who are participating are committed. Affirmation that everyone is committed needs to take place. Initially the commitment may be expressed as a willingness to come to the table to support a partnership. For the partnership to be successful, the commitment needs to extend to making the partnership work over the long haul. All parties must have the belief that the partnership is needed and that problems and issues can be and will be overcome.

Trust and Respect

- Recognize that the building of trust can be a delicate and time-consuming process, but it is critical to the success of partnerships. Tolerance and acceptance are key factors in building trust. Respect for different opinions and cultural backgrounds is also critical.

- Involve all partners as early as possible so that there is a sense of ownership and commitment from the start. Trust and respect are built over time. Time is needed for partners to get to know each other, to break down traditional stereotypes and to build trust. Be sensitive to each other's needs and to individual agendas.

- Recognize that transparency, integrity, and good communication are essential in building trust and in fostering mutual understanding of each other's constraints and strengths.

- Bring potential conflict, control issues or hidden agendas out into the open and deal with them in an honest and caring manner.

Commitment of time

- Allocate sufficient time to discuss the partnership and come to agreement on the terms of the partnership. Partners must be willing to commit the necessary time, energy and expertise to make the partnership work.

Leadership

- Ensure strong leadership exists to initiate the partnership, champion the partnership vision and manage the ongoing operation of the partnership. Leadership plays a critical role in maintaining good relations and enhancing trust and respect. Leaders need to be patient, articulate, fair and sufficiently knowledgeable to inspire the confidence of all players.

Resources

- Decide what resources are critical to the partnerships and what each partner can contribute. Resources take on different shape and meaning in each partnership, although they typically involve human, financial and infrastructure considerations. Space and expertise are also key resources that need to be addressed. Don't assume what the other partner can bring to the table. Clarify what you need, what you have and how you will obtain the resources that are required.

Partnership Agreement

- Establish a contract, an agreement or memorandum of understanding to document the parameters for managing the partnership and to facilitate accountability.

- Document and formalize the partnership agreement to (i) define objectives so that all parties know what they can expect from the arrangement; (ii) clarify the

potential benefits to the different parties, offering everyone a win-win- situation; (iii) clarify the management model, and the processes to be used for decision-making, the delegation of authority, monitoring and reporting mechanisms (accountability); (iv) define the roles and responsibilities of each partner; (v) outline financial obligations and resource commitments; (vi) include agreed upon evaluation and assessment objectives; and (vi) provide for dispute resolution and termination mechanisms to avoid turmoil if the relationship runs into difficulty.

Continuous nurturing

- Recognize that maintaining partnerships requires continuous nurturing. It takes time to foster trust. You need to work within your partners' time frames and be willing to invest in the effort, make commitments and take risks. It is critical to resolve any hidden motives, power or control issues. It is just as important to show appreciation to your partners on an ongoing basis.

Securing the Future of the Partnership

To ensure partnerships are long lasting, consider the following.

Mutual Recognition

- Ensure mutual recognition of the benefits and strengths partners bring to support the partnership. This helps to reinforce the win-win for all, strengthens the commitment to work together and fosters a positive environment. Motivation and future involvement are dependent on how well members in a partnership are treated and whether or not they feel recognized.

- Make sure that in a partnership arrangement, genuine recognition takes place and that celebrations are part of the shared business of the partnership.

Adaptability and Flexibility

- Develop the capacity to change as the relationship matures or goals are redefined. Be prepared to modify the partnership vision on the basis of new

information and new needs. These are critical to the continued success of the partnership.

- Be flexible to cope with changes in the external environment such as financial instability, government reorganization, new legislation and changes in community needs and priorities. Remain sensitive to each partner's needs and be flexible to adapt to each other's needs.

Building capacity

- Ensure that partners are equipped to deliver according to expectations and to contribute effectively to the partnership. This may require time and resources for training. Establish an environment where continual learning is valued.

- Ensure that the skills and abilities of the partners grow together for the future advancement of the partnership. Skills commonly used in developing and maintaining successful partnerships include traditional management skills such as: strategic planning, financial and human resource development as well as specialized skills such as: facilitation, team building, working with diversity, conflict resolution and negotiation, stress management and motivation.

Evaluation

- Evaluate the partnership model and relationships on an ongoing basis. Evaluation allows a partnership to assess its progress and to measure success. Consider evaluation from the start of the process, even though it usually appears as one of the final steps. Solicit wide input into the evaluation process from all partners and from staff at all levels of each organization.

- Maintain a paper trail of the history and progression of the partnership. This will assist in obtaining the data that is required in evaluating the partnership.

- Revisit the goals and objectives and outcomes resulting from the partnership on a yearly basis.

- Be prepared to make changes based on the findings of the evaluation.

Appendix E: Decision-Making and Management Models

a) The "Sure to Fail" Partnership Model

b) A Collaborative Model

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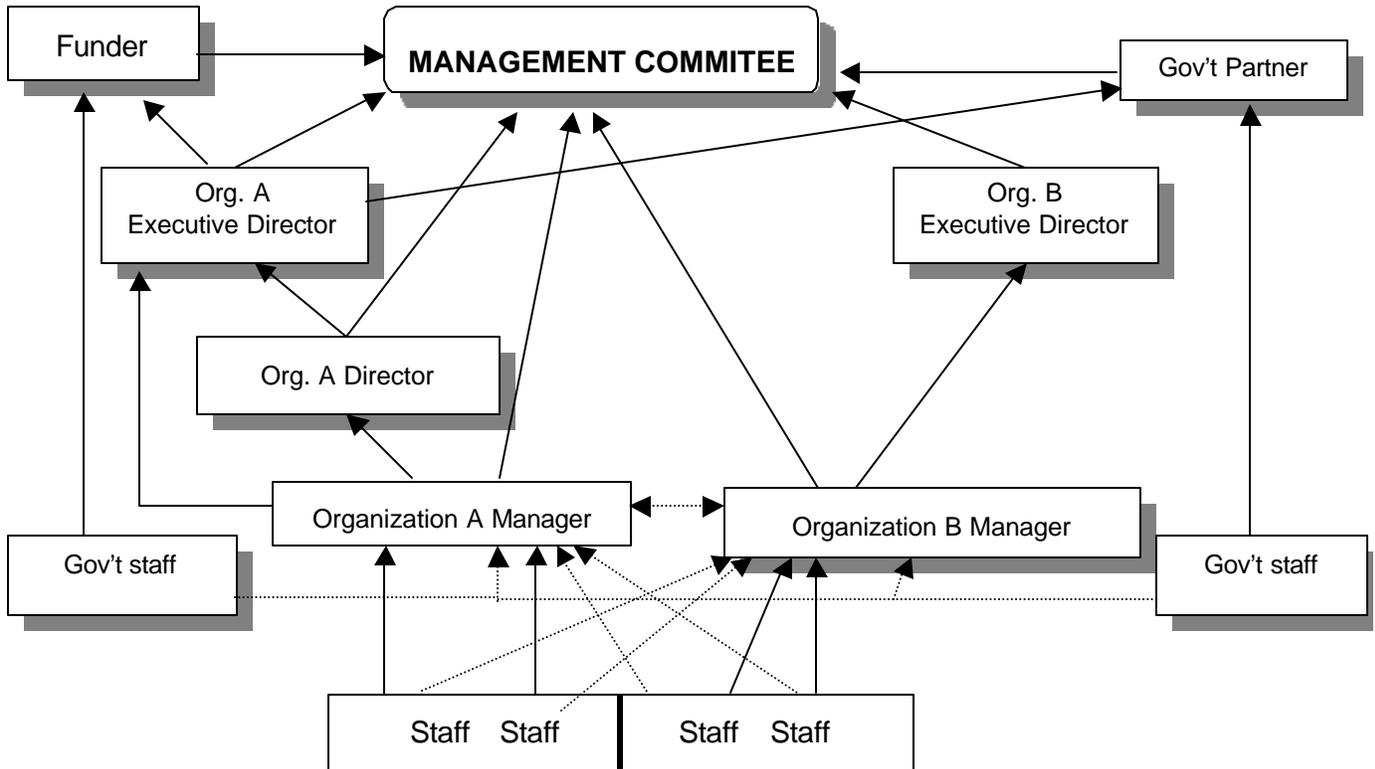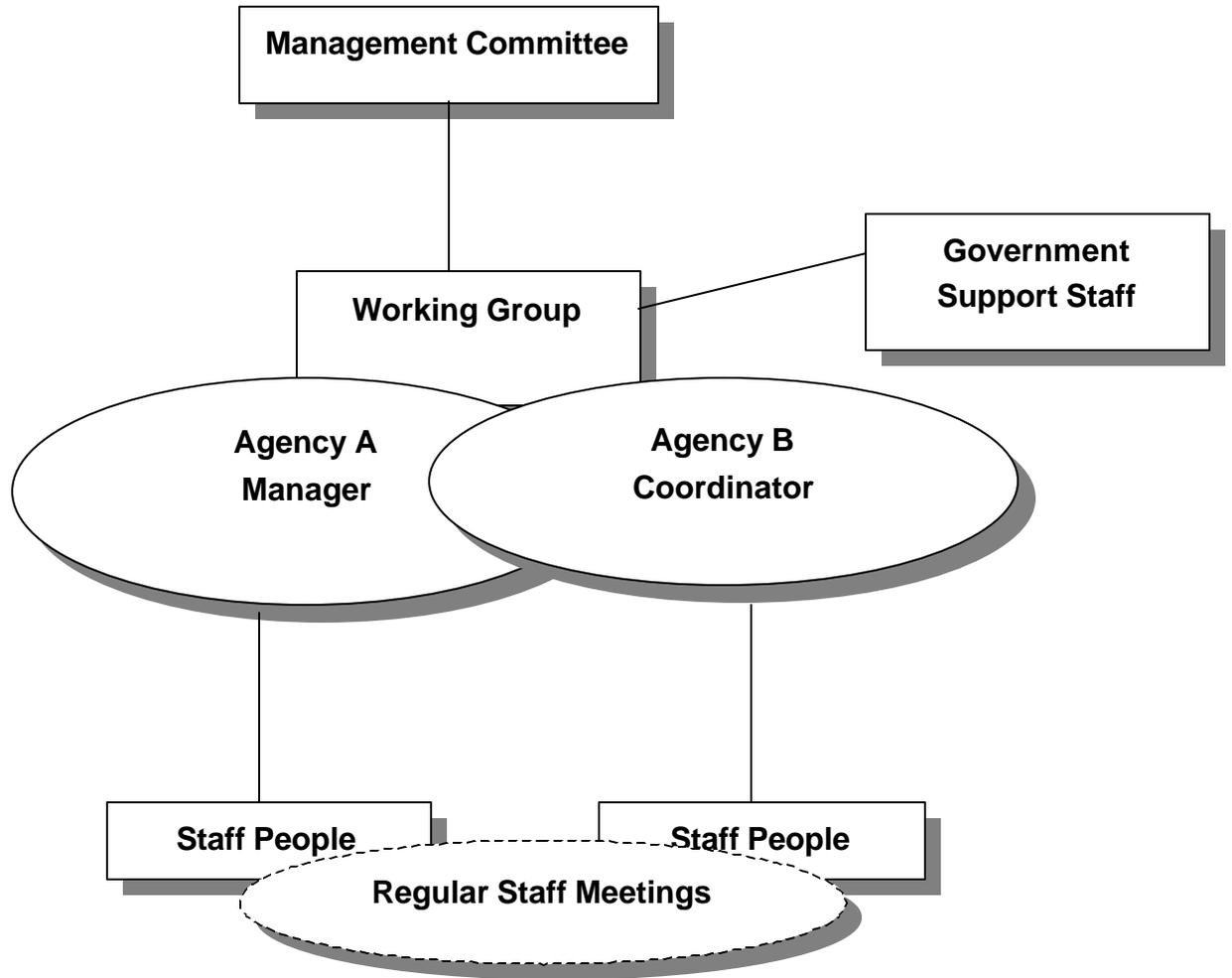
c) A Distinct but Coordinated Model


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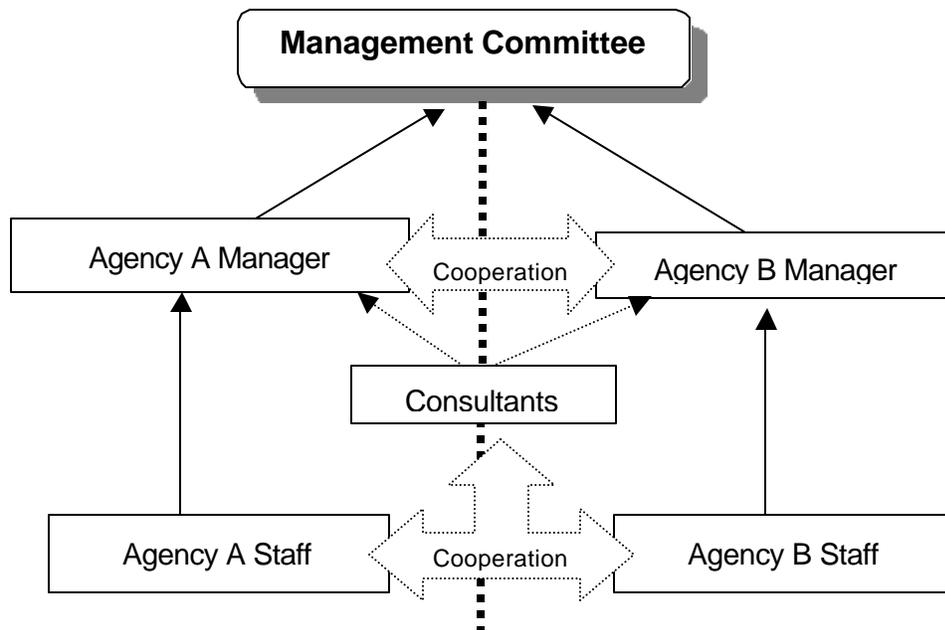
Appendix F: Partnership Agreement

a) Potential Components

Depending upon the needs and concerns of each of the partners, their history of working together and their degree of comfort with each other, a Partnership Agreement might include some or even all of the following components:

- identification of who the partners are
- definitions and language issues
- vision, values, goals and objectives
- the decision-making process and means of ensuring accountability to partners, funders and the community
- a clear statement of roles and responsibilities and clarification of the role of volunteers & paid staff, whether union and non-union, professional or non professional people
- human resources policy particularly with regard to hiring
- reporting structure and mechanisms
- an organizational chart
- means to strengthen the partnering organizations and to build capacity
- liability issues
- a process for resolving conflict and for accommodating the partners' different values and priorities where applicable

- means of ensuring that each partner is treated in a respectful manner, particularly when large and small organizations are partnering
- communication and information flow
- allocation of dollars and other resources, and the means for making payments and ensuring financial accountability
- service delivery standards
- partnership time lines and duration
- means of amending the partnership agreement
- means of encouraging respect and trust
- means of celebrating success, giving recognition and ensuring visibility
- a process for monitoring, reviewing and evaluating the partnership
- means of terminating the partnership if required
- signatories

b) Partnership Agreement

The following section is a sample Partnership Agreement, prepared – for discussion purposes only – for the Collaboration Roundtable workshop on March 27th, 2000. Using a fictional case, it is intended to show what a particular agreement could include.

PARTNERSHIP AGREEMENT

Introduction

A partnership is defined as a relationship where two or more parties, having certain common and compatible goals, agree to work together for a particular purpose or for some period of time. Partnerships are about people and organizations working together toward common goals. They offer the opportunity to achieve efficiencies and to enhance effectiveness.

At the same time, however, partnerships present certain challenges. It can be difficult to work together when the partners have very different organizational cultures, mandates, priorities or practices. Personality differences can affect the relationship between partners. Tensions, too often, are not addressed or resolved in an open and honest manner.

These can affect the ability of partners to achieve the goals to which they are committed. Consequently it is important that organizations enter partnerships fully aware of the challenges before them. A Partnership Agreement is a very useful tool for identifying and addressing these challenges and for establishing the relationship's ground rules. The following is intended to serve as a sample Partnership Agreement involving two community and two government agencies. It addresses those matters that most often compromise the effective operation of partnership arrangements. It is assumed that there is a separate legal contract between the funder and one of the community service agencies.

1.   Purpose
Who is involved in this partnership and what is the purpose of this Agreement?

The following represents a Partnership Agreement among four agencies to deliver the Family Breakdown Prevention Program (FBPP): the Family Support Society (FSS), the Community Network for Healthy Families (CNHF), the BC Ministry of Social Development and Economic Security (MoSDES) and the BC Ministry for Children and Families (MCF). The Agreement's purpose is to clarify the relationship among the partners so as to enable them to work together in a cooperative and collaborative manner and thereby strengthen their ability to achieve the program's goal.

2.   Program Goal
What is the program's goal?

The program's goal is to reduce the likelihood of family breakdown and dissolution, and thereby to reduce the likelihood:

➢ of parents requiring income support from the Ministry of Social Development and Economic Security;

➢ of child protection issues arising and requiring intervention by the Ministry for Children and Families.

The program's specific objectives and anticipated outcomes are identified in the contract signed with MoSDES. The partners will work toward these objectives and outcomes by providing counseling, other family supports and referral services to young at-risk families in the Lower Mainland region of British Columbia.

3.   Partnership Goals
Why are you working together, as partners, rather than individually and what are your goals?

We have chosen to work together rather than separately because:

➢ government funding is conditional upon partnering;

➢ MoSDES and MCF wish to contract with one rather than two agencies;

➢ we expect to achieve administrative savings which can be redirected to client service; and

➢ we believe the program can benefit from the administrative experience and size of the FSS and the community-based network of the CNHF, and provide each partner with the opportunity to learn from the other's expertise and experience.

Given this context, the partnership's goals—and the indicators we will use to measure progress toward these goals—are:

Partnership Goals	Indicators
1. To deliver the FBP program in a cost-effective manner which minimizes expenditures on administration and maximizes expenditures on client service.	• administrative costs compared with similar programs • proportion of budget committed to administration • number of clients served • level of service provided
2. To build upon the administrative experience of FSS and the community network of the CNFH and to build capacity within these two organizations.	• use of the organization's strengths in the program's delivery model • opportunities for mentoring
3. To build a positive, on-going relationship across the four partnering agencies.	• relationship issues discussed by the Management Committee • attitude of the partners toward each other

4.   Relationship

What are each partner's expectations as they enter the relationship?

MoSDES, MCF, FSS and CNHF are distinct organizations each with its own vision, mandate, priorities, organizational culture and operational practices. The partners recognize the risk of these differences compromising the program's implementation and operations, and their common commitment to the FBP program. In order to minimize the potential for conflict, the partners wish to recognize their differences, i.e.:

➤ MoSDES and MCF adhere to a variety of government-wide accountability, fiscal and operational policies and regulations;

➤ CNHF is strongly committed to political action and to advocating on behalf of children and families in the province. It will continue to do so outside of the FBPP;

➤ FSS employs standard and formal accounting practices and cannot modify these for any program in which it is involved; and

➢ although working within the FBPP framework, staff remain primarily responsible and accountable to their own organizations and are subject to the policies, procedures and expectations of their employers.

To mitigate the impact of these differences, the partners agree that:

➢ participation in FBPP will not compromise the agencies' other community activities, including political action and advocacy;

➢ the FSS contract administrator will meet with her counterparts in the CNFH and MoSDES to outline FSS reporting and accountability requirements. These requirements and practices will become the operational procedures for the term of the Partnership Agreement unless all the partners, including the funder, indicate in writing their willingness to adjust these procedures;

➢ as the contract holder, FSS will prepare a consolidated revenue and expenditure statement clearly identifying—for the funder and the other partners—which agency will receive what funding for which purposes through the course of the year;

➢ staff will continue to report to supervisors within their respective organizations and will continue to receive all the monetary and other benefits associated with their employment by their respective organizations;

➢ the Management Committee (described below) is not the legal employer of FBPP staff; and

➢ the different organizations will explore the potential to mentor and learn from each other's experiences. The partnership will support such training as is required to ensure its effective operations.

5.   Roles, Responsibilities and Reporting
How will the program be organized and administered and how will the four partners relate to one another?

Each partner will play a major role in ensuring the program's success and will have an equal say in the program's overall direction and operations. Wherever possible,

decisions will be made by consensus among the four partners. Nevertheless, each partner has different responsibilities. These are identified below.
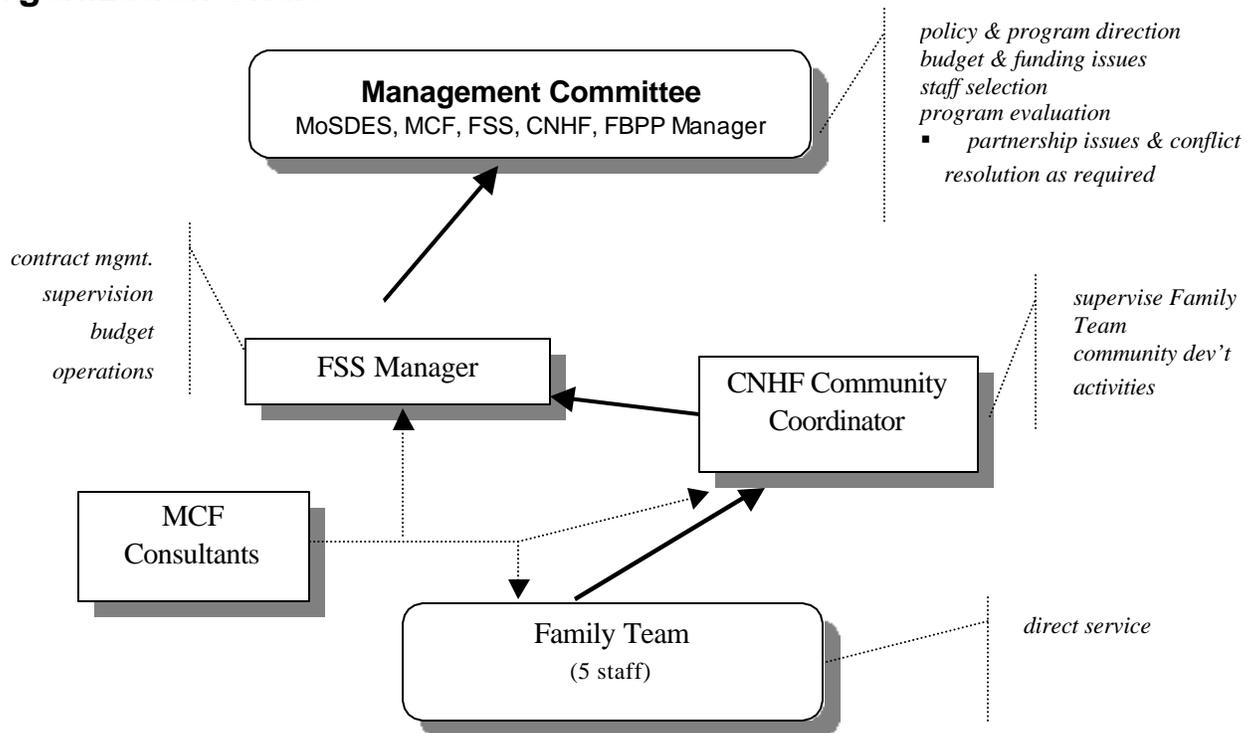
➢ **MoSDES** will fund the project, including its evaluation, and will administer the contract on behalf of government. It will be represented on the Management Committee.

➢ **MCF** and its staff will provide advice on practice issues to the FBPP Manager and the Family Team. It will be represented on the Management Committee.

➢ The **Management Committee** will:
  - consist of one representative from each of the partnering agencies and the FBPP program manager;
  - meet at least once every quarter;
  - be ultimately responsible, as a group, for achieving the objectives and outcomes identified in the contract with MoSDES;
  - negotiate any subsequent FBPP contract or come to decisions regarding modification or termination of the current contract and/or Partnership Agreement;
  - be responsible for maintaining a harmonious and effective working relationship among all the partners and the FBPP staff;
  - provide general policy direction and assume overall responsibility for ensuring that FBPP policies are implemented and respected;
  - periodically review program operations in order to ensure that its targets are being achieved;
  - review, and approve as appropriate, the budget developed by the FBPP Manager;
  - collectively screen candidates for the Family Team and make recommendations on hiring to the respective organizations;
  - review the evaluation framework for the project and serve as the Evaluation Steering Committee; and
  - address and resolve, in an open and honest manner, any difficulties and differences among the partners as they arise.

➢ **FSS** will:
  - sign the MoSDES contract for the FBPP;
  - manage the contract and administer the budget in a manner consistent with its normal practices for ensuring financial accountability;

- provide a full briefing on its administrative expectations to the CNHF and develop, at the outset, a comprehensive, consolidated revenue and expenditure statement for the project detailing which agency will receive what funding for which purposes;
- prepare a written agreement with the CNHF concerning expenditures and financial reporting, including a commitment to pay invoices within an agreed-upon number of days of receiving statements signed by the CNHF Executive Director or Chief Administrator;
- report on contract management issues as required to the Management Committee;
- be represented on the Management Committee by a senior staff member with decision-making authority; and
- appoint and supervise a program manager for the FBPP and provide that person with office, administrative and other support as required.

➢ The **CNHF** will:
- appoint a coordinator for the FBPP and provide that person with office, administrative and other support as required;
- provide meeting and office space for the Family Team;
- organize activities and provide facilities for activities involving FBPP staff or clients; and
- be represented on the Management Committee by a senior staff member with decision-making authority.

➢ The **FSS Program Manager** will
- report to the Management Committee on program activities, accomplishments, issues and expenditures relative to program's policies, goals and objectives;
- identify those issues requiring the attention of and/or decisions by the Management Committee;
- prepare an annual budget, monitor expenditures and approve all FBPP expenditures and invoices;
- supervise and provide support to the FBPP Coordinator and, in a general way, support the Family Team;
- consult with MCF consultants as required; and
- organize and manage the program evaluation.

➢ The **CNHF Community Coordinator** will:

- organize the recruitment, review and selection of the Family Team, and prepare recommendations for the FBPP Manager and Management Committee;
- provide direct supervision and support to the Family Team, monitor their activities and evaluate their performance on an on-going basis;
- organize activities for clients;
- develop community resources to further support clients and the FBPP goals;
- promote an awareness of the program among other community agencies;
- organize and undertake fund-raising activities as appropriate; and
- report to the Program Manager.

➢ The **Family Team** will:

- provide services and supports to at-risk families in the community, as outlined in policy and the service guidelines;
- participate in community and support activities with clients;
- consult with the CNHF Community Coordinator, the FBPP Manager and the MCF consultants as required;
- prepare monthly activity reports for the CNHF Community Coordinator;
- retain and submit receipts for all approved and petty cash expenditures; and
- report to the CNHF Community Coordinator.

Organization Chart

```
                        ┌─────────────────────────────────────┐      policy & program direction
                        │     Management Committee             │      budget & funding issues
                        │  MoSDES, MCF, FSS, CNHF, FBPP Manager │      staff selection
                        └─────────────────────────────────────┘      program evaluation
                                                                      ▪  partnership issues & conflict
                                                                         resolution as required
contract mgmt.
supervision
budget          ┌──────────────────┐        ┌──────────────────────┐   supervise Family
operations      │   FSS Manager    │ ◀───── │   CNHF Community      │   Team
                └──────────────────┘        │   Coordinator        │   community dev't
                                            └──────────────────────┘   activities
     ┌──────────────────┐
     │   MCF            │
     │   Consultants    │            ┌──────────────────────┐
     └──────────────────┘            │    Family Team       │        direct service
                                     │    (5 staff)         │
                                     └──────────────────────┘
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6. Financial Administration: Management, Accountability and Risk

Although accountability is addressed in the Roles and Responsibilities section above, a further statement is useful for minimizing the risks to each of the partners.

MoSDES and FSS are designated as the contract holders for the FBPP. The contract between them specifies the total amount being provided by MoSDES for FBPP purposes and the means for invoicing for and reporting on expenditures.

The partners recognize that the contract holders bear the most significant legal and financial risks in this relationship. For sake of clarity, the four partners affirm that FSS and CNHF:

➢ are each independent organizations acting together only within the terms of this Partnership Agreement;

➢ cannot be directly responsible, beyond the reporting terms identified above, for the expenditures or actions undertaken by the other;

➢ will establish time records and books of account, invoices, receipts and vouchers of all expenses in accordance with standard accounting practices and the operational guidelines prepared by FSS for the purposes of this partnership;

➢ will permit MoSDES at all reasonable times to inspect, review and copy all FSS and CNHF time records and books of account, invoices, receipts and vouchers; and

➢ will not, without the prior written consent of MoSDES, assign either directly or indirectly, any responsibilities assigned under the Contract or this Partnership Agreement to a subcontractor or other third party.

It is further agreed that:

➢ the consolidated revenue and expenditure forecast will provide a framework for the financial administration of the project;

➢ the FSS will receive 7.5% of total value of the contract to defray the costs associated with its administrative, accounting and audit responsibilities;

> ➤ the CNHF will receive 5.0% of the total value of the contract to defray the costs associated with maintaining office, meeting and activity space for staff and clients. The CNHF will invoice the FSS for this amount in twelve equal amounts over the course of the fiscal year;

> ➤ petty cash expenditures by any staff member will be reimbursed only upon the presentation of appropriate receipts;

> ➤ FSS will pay all invoices promptly, in accordance with its standard procedures in this regard; and

> ➤ the FSS manager and the CNHF Coordinator will be paid by their respective organizations while the Family Team will be paid by the CNHF. The latter will submit monthly invoices to FSS for the appropriate costs.

7.　　Dispute Resolution

If disagreements and disputes arise among the partners, how will they be resolved?

The partners are committed to working in a collaborative manner and recognize that such will require a commitment of time, energy and expertise. Where differences arise, the partners agree:

> ➤ to address issues in a timely, open and honest manner;

> ➤ to attempt to resolve issues, first, at the staffing level at which they occur;

> ➤ to bring those issues which cannot be otherwise resolved to either a regular or a special meeting of the Management Committee; and

> ➤ to assess, using external resources, the relationship among the organizations either when required or as part of a formal program evaluation.

Importantly the partners acknowledge that in certain circumstances, their relationship may no longer be practical or desirable, and may detract from efforts to achieve the program's goals and objectives. If such occurs within the FBPP and the issues cannot

be satisfactorily resolved, the partners agree to dissolve the relationship, without acrimony, using the process described in Section 8 below.

8. Time Frame and Termination

For what period of time will this Partnership Agreement run and what process is required for termination?

This partnership will commence on April 1, 2001 and will expire on March 31, 2004. It can be extended upon the agreement of all partners and the successful negotiation of a new contract.

The Partnership Agreement can be terminated by any party following:

➢ appropriate efforts to resolve differences;

➢ Management Committee discussion of the situation and potential alternatives to the current arrangements;

➢ notice being served, in writing, to other members of the Management Committee; and

➢ a three-month transition period.

At termination the Management Committee will:

➢ identify the partnership's major accomplishments and acknowledge those people and organizations—both inside and outside of the relationship—who have contributed to these accomplishments;

➢ determine how to inform people—both inside and outside of the relationship—of the decision to terminate;

➢ document the partnership's history and the lessons which can be drawn from its operations;

➢ recommend an appropriate alternative to the current partnership; and

> ➢ select a time, place and event to celebrate what has been accomplished and to move on.

9. Signatories

Signed this_____day of_____, 2000 by:

_____ on behalf of MoSDES

_____ on behalf of MCF

_____ on behalf of FSS

_____ on behalf of CNHF

EVALUATION FRAMEWORK

1.   Introduction and Purpose

A partnership is defined as a relationship where two or more parties, having certain common and compatible goals, agree to work together for a particular purpose or for some period of time. Partnerships are about people and organizations working together toward common goals. They offer the opportunity to achieve efficiencies and to enhance effectiveness.

At the same time, however, partnerships present certain challenges. It can be difficult to work together when the partners have very different organizational cultures, mandates, priorities or practices. Personality differences can affect the relationship between partners. Tensions, too often, are not addressed or resolved in an open and honest manner

These can affect the ability of partners to achieve the goals to which they are committed. Consequently it is often important that partners undertake a formal assessment or evaluation of their relationship. This report presents a process and a framework for evaluating the relationship between partners.

2.   Evaluation Overview

Evaluation provides partners with a systematic and thorough process for assessing their progress, identifying strengths and shortcomings, and measuring success. It also provides partners with:

➢ an opportunity to speak openly about the relationship;

➢ the careful analysis that is required to think about the fundamentals of a relationship; and

➢ recommendations upon which to act.

Evaluation should not be seen as threatening but rather as a tool for ensuring that partners are working together in the most effective manner possible, and as a foundation for further action.

2.1 Preparing for the Evaluation

Partners should plan for an evaluation right at the beginning of their working together even though the research itself may not be initiated for some months. This requires:

➢ building evaluation criteria and indicators of success right into the statement of goals and objectives;

➢ measuring progress and identifying strengths and shortcomings on an on-going basis, not just at the end of the process; and

➢ committing to using the evaluation's conclusions and recommendations to address shortcomings in the relationship as well as for planning purposes.

2.2 Administering the Evaluation

The partnering agencies, first, have to decide who will be responsible for the evaluation, for example a Steering Committee consisting of those with a significant stake in the partnership as well as some who are familiar with evaluation methods. This might be the project's Management Committee. This committee's role is to help define the issues, to direct and facilitate the process and to receive and comment upon the research findings. It must be careful not to compromise the objectivity of the principal evaluator or to attempt to force conclusions and recommendations that do not flow from the research findings.

Second, the Steering committee should appoint a project manager. This person will be responsible for liaison with the principal evaluator and for administering the contract and its budget.

Third, the Steering Committee should decide whether they want an outside researcher to undertake the evaluation. If the budget is significant, the project manager should prepare a clear and reasonably detailed Request for Proposals which includes a statement of goals and objectives, a brief description of the program and partnership, an overview of the key research questions, methodological guidelines and some indication of the budget which is available.

The manager should then invite a number of consultants to develop proposals. The manager would rank the proposals for the Steering Committee which would then either interview the leading candidates. During the interview, the committee should:

➢ state clearly what you want help with and why. Describe the relationship your group wants to have with the consultant. Affirm that you remain responsible for the actions to which the research is directed. Ask the candidate to respond to these statements.

➢ ask the consultant how they propose to work with you. Ask for examples of the consultant's previous work with similar groups and check with those groups to learn about their experience.

➢ ask the consultant why they are interested in working with you. What do they expect to gain from the experience? What would they consider to be a successful result of the work? What are their views on your group and on the evaluation issues?

➢ ask the consultant to talk briefly about the methods being proposed? Why would they use this particular method and what are its advantages?

➢ affirm that the project manager will discuss payment with the consultant and will tie specific payments to specific stages or outcomes. Hold back the final payment until all elements of the project, as defined in the contract, are completed.

Following the interviews, select the successful candidate and have the project manager meet with them to discuss how you will work together. The manager and evaluator should agree upon the role each will play in the process, and should incorporate this understanding in the contract.

3.   The Evaluation Framework

The principal evaluator should then design the evaluation framework. It should address the following questions:

➢ Why are we undertaking this research? What is its purpose or goal? More specifically, what are the evaluation's objectives?

➢ What do we want to know? What are the questions we want the research to answer? What are the indicators of either success or shortcomings?

➢ Where will we go to find the answers to those questions? What documents and files will we examine? To whom should we speak and how will we speak with them (for example, focus group meetings, personal interviews, written questionnaires or some combination of all three)? What kinds of information are we looking for?

➢ How will the confidentiality of respondents be respected and protected?

➢ What will we do with the information that is gathered? How will we analyse it? How and to whom will it be presented? What opportunities will the Steering Committee have to comment upon the findings, conclusions and recommendations before they are finalized?

➢ When will each of the evaluation's stages be initiated and completed? When and to whom will progress reports be made? When will all of the evaluation's components be completed and the final report delivered?

4. Sample Framework

The following presents a sample framework for evaluating the relationship among four partners delivering the "Family Breakdown Prevention Program" (FBPP): the Family Support Society (FSS), the Community Network for Healthy Families (CNHF), the BC Ministry of Social Development and Economic Security (MoSDES) and the BC Ministry for Children and Families (MCF).

4.1 Program Overview

The partners have a three-year mandate to deliver the FBP program. Their goal is to reduce the likelihood of family breakdown and thereby to reduce also the likelihood:

➢ of parents requiring income support from the Ministry of Social Development and Economic Security;

> ➢ of child protection issues arising and requiring intervention by the Ministry for Children and Families.

The program's specific objectives and anticipated outcomes are identified in the contract with MoSDES. The partners provide counselling, other family supports and referral services to young at-risk families in the Lower Mainland region of British Columbia.

4.2 Partnership Goals

The partnership goals associated with the FBPP are:

> ➢ to deliver the FBP program in a cost-effective manner which minimizes expenditures on administration and maximizes expenditures on client service;

> ➢ to build upon the administrative experience of FSS and the community network of the CNFH and to build capacity within these two organizations; and

> ➢ to build a positive, on-going relationship across the four partnering agencies.

4.3 Evaluation Goals and Objectives

The evaluation's goal is to improve the relationship among the FBPP partners. Its specific objectives are:

> ➢ to identify the partnership's strengths and shortcomings;

> ➢ to analyse whether the partners' relationship supports or detracts from the program's ability to achieve its goals and objectives;

> ➢ to assess the partnership's impact on the FSS, the CNHF, MoSDES and MCF;

> ➢ to analyse whether the partnership model and structure are the most appropriate given the program's goals and objectives; and

> ➢ to offer recommendations where appropriate.

4.4   Evaluation Issues and Matrix

The following matrix identifies the issues that will be addressed by the evaluation. The assessment criteria for an effective partnership are: (a) a common vision and shared goals and objectives, (b) complementary roles and responsibilities based upon the strengths of the partnering agencies, (c) an equitable sharing of risks, responsibilities and benefits and a reasonable commitment of resources by each partner, and (d) a willingness to relinquish some measure of autonomy and independence for the sake of working cooperatively. The matrix may be revised following discussion with the project manager and evaluation Steering Committee.

Evaluation Issue	Indicator	Data Source
(a) Common vision and shared goals and objectives		
1. What was the rationale for this partnership? How and why did the partners come together? Is the rationale still applicable?	• consistency among the partners in their view of the program and partnership	• file review • partnership agreement • key informants
2. Do the partners have common values? Do they share a common vision, goals and objectives for the FBP program?		
3. What were the partners' expectations concerning the relationship?	• similarities among the partners	• key informants • management committee discussion
(b) Complementary roles and responsibilities based upon the strengths of the partnering organizations		
4. What is the management and partnership model in place? What is its structure? How were these decided upon?	• satisfaction or dissatisfaction with the relationship	• partnership agreement • file review • key informant interviews
5. Was the relationship clearly defined? What were the roles and responsibilities of the management committee? How would it reach decisions—by consensus or some other means?	• clarity in defining roles and responsibilities • opportunities to discuss issues and resolve differences	
6. Are the different organizations consulted on all important policy or operational issues, including the selection of staff?		• minutes of management committee meetings
7. What were the specific roles and responsibilities of the different partners?		• contract terms • management committee notes • key informants

Evaluation Issue	Indicator	Data Source
8. Did each organization and each member of the program team understand their roles and responsibilities? Were there any differences of view as to respective roles and responsibilities? How were these differences addressed and resolved?		• interviews with team members • program delivery guidelines • files
9. Did the team members work well together? Were they supportive of each other? Did they have opportunities to come together to celebrate their successes and/or to resolve their differences?		• interviews with staff
(c) A sharing of risks, responsibilities and benefits and a reasonable commitment of resources by each partner		
10. Was each partner satisfied with its degree of authority and responsibility? Did they see themselves as equal partners?	• consistent application of policy • consistent treatment of staff • effective administrative arrangements	• key informant interviews
11. Were there policy, operational, administrative or accountability issues that divided the partners? What were they?		
12. What mechanisms were in place to resolve these differences? What efforts were taken to resolve these differences? Were they successful? Why or why not?		• file review • key informant interviews
(d) A willingness to relinquish some measure of autonomy and independence for the sake of working cooperatively		
13. What financial, reporting and accountability arrangements were in place for the partnership? Were efforts made to discuss the administrative and accountability requirements of each organization and to resolve any differences?	• open and honest discussion of issues • ability to resolve differences • willingness to continue the	• partnership agreement • meeting to explain administrative

Evaluation Issue	Indicator	Data Source
14. Did the partners agree upon the administrative, reporting and accountability requirements in place?	partnership • willingness to enter other partnerships with these organizations	requirements • select key informant interviews
15. What efforts were made to reconcile the different organizational cultures and administrative requirements in place in each of the partnering organizations?		• management committee records • key informant interviews
16. What means are in place to enable the partners to communicate openly, honestly and effectively with one another?		
17. What efforts have been committing to strengthening the partnership?		• key informant interviews • staff interviews
Analysis		
18. Was there an equitable sharing of the benefits, risks and responsibilities associated with the partnership?		• analysis of all data
19. What has been the partnership's impact on the internal operations of the four organizations?	N/A	
20. What has been the partnership's impact on the relationship among the four agencies?		
21. What are the major strengths and weakness of the relationship?	N/A	
22. What were the partnership's major successes and most significant shortcomings?		

Evaluation Issue	Indicator	Data Source
23. What benefits and advantages have accrued to each of the partnering agencies?		
24. What costs and risks have each incurred because of the partnership?		
Conclusions and Recommendations		
25. Has the partnership strengthened or detracted from the ability of the organizations to deliver the FBP program in an effective manner?	N/A	• analysis • review of findings, conclusions and recommendations with Evaluation Steering Committee
26. What alternatives exist for delivering the program outside of the partnership? Could each organization deliver the program more effectively on its own? What would be the advantages and disadvantages of doing so?		
27. What measures would strengthen the partnership?		

4.5 Methodology

The evaluation process will include the following steps and methodologies.

a) Meet with the project manager and Evaluation Steering Committee to define the review the evaluation framework. Finalize the statement of evaluation objectives, the list of research issues and the list of key informants. Clarify any outstanding issues relating to the administration of the evaluation including time lines for progress and final reports.

b) Review the program description and other file materials, including meeting notes, the Partnership Agreement and the MoSDES/FSS contract.

c) Review all program documentation and files, including minutes of the Management Committee meetings.

d) Distribute the interview guide to key informants. Make appointments to meet with each, either in groups or individually as appropriate.

e) Analyse the documents and interview notes. Obtain clarification where required. Prepare a matrix presenting the project's findings by issue.

f) Prepare a draft final report and review with the project manager and Steering Committee. Review in particular the most important findings, the preliminary conclusions and the range of potential recommendations.

g) Consider the input from (6) above as appropriate, determine the most appropriate conclusions and recommendations, finalize the evaluation report and submit print and electronic copies to the project manager.

WORKSHOP EVALUATION

The purpose of this evaluation is to obtain your feedback on the session and your suggestions for the future. These will be valuable for the Collaboration Roundtable's further efforts to strengthen the ability of agencies to build and sustain successful partnerships.

Please check one of the following:
- ð I attended Day 1 (Saturday March 25th) only. **15**
- ð I attended Day 2 (Monday March 27th) only. **16**
- ð I attended both Day 1 and Day 2. **9**

	Not very		**Some**		**Very**
1. Overall, how useful was the workshop to you?	ð	ð	5	18	17
2. How helpful was the workshop in dealing with the specific partnership issues of concern to you?	ð	2	7	17	14
3. Did you have adequate opportunity to participate and to raise your issues?	ð	1	5	21	12

1. What additional skill development opportunities would be useful for assisting you and your organization to build and maintain successful partnerships?
   - *Would like to see funders included*
   - *Include actual case studies and invite feedback from others on these; engage is real problem solving activities*
   - *Include information on how to write grant applications; explain the funding guidelines of different agencies*
   - *Present workshop to our partner groups; present workshop at the local level*
   - *More seminars of this sort*
   - *A specific seminar focusing on the evaluation of partnerships*
   - *There should be resources available to enable agencies to consult with advisors or mentors when entering partnerships; need a list of developmental and capacity building resources available in the community*

- *The mainstream organizations should listen to the smaller ones; need cultural sensitivity training*
- *Include role playing activities*

2. Have you any further thoughts or comments on the workshop?
    - *Are the funders committed to the same philosophy as exhibited in these workshops*
    - *Conduct these seminars at the local level*
    - *Explore further the issues of organizational identity and power*
    - *Would like a clear picture from the Collaboration Roundtable on what is next in its process*
    - *Well organized and can help agencies put the ideas into practice*
    - *The workshop materials will be useful once distributed*
    - *Excellent forum; very useful for smaller organizations; a worthwhile two days; nice balance of learning and interactive activities; very helpful*
    - *The tool kit will be very useful to balance the theory*

This report was prepared by:

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