

Guidance for working with
other organisations



This document was made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of Fauna & Flora International and do not necessarily reflect the views of USAID or the United States Government.

FFI is the world's longest established international conservation body, active in over 40 countries around the world, developing, implementing and managing biodiversity conservation projects in partnership with host country organisations. FFI's mission is to conserve threatened species worldwide, choosing solutions that are sustainable, based on sound science and take account of human needs.

CONTENTS

Introduction	1
PART A: Partnerships and other organisational relationships.....	2
1. Why ‘unpacking the partnership language’ is important.....	2
2. Partnership and other relationship typologies	2
Box 1: A framework of relationship typologies.....	3
3. Some definitions of partnership.....	4
4. A partnership approach.....	4
5. Key partnering principles.....	5
6. Characteristics of effective relationships	5
7. Cross-sectoral partnerships	6
8. Partnership and capacity building	6
9. Why work with others?	6
PART B: Partnership processes	8
1. The partnership lifecycle	8
2. Managing each stage of the partnership lifecycle	9
2.1 Identifying who to work with	9
2.1.1 Identifying organisations	9
2.1.2 Partner assessment	9
2.1.3 Considering costs and benefits	10
2.1.4 Risk assessment.....	10
2.2 Building	11
2.2.1 Clarifying expectations, agreeing principles, developing ground rules	11
2.2.2 Developing objectives	12
2.2.3 Resource Mapping.....	12
2.2.4 Agreeing roles and responsibilities.....	12
2.3 Managing and maintaining	14
2.3.1 Communication	14
2.3.2 Skills and good practice	15
2.4 Reviewing.....	16
2.5 Revising and Renegotiating	17
2.6 Exiting and Transition.....	18
PART C: Partnership tools.....	19
Tool 1: Partnership checklist	19
Tool 2: Partner Mapping.....	21
Tool 3: Partner Assessment Form	25
Tool 4: Benefits and Costs of Partnership.....	26
Tool 5: Risk Assessment Tool.....	27
Tool 6: Partnership Visioning & Creating a Mission Statement	28
Tool 7: Resource Mapping Tool	29
Tool 8: Template Partner Agreement / Memorandum of Understanding.....	30
Tool 9: Partnership SWOT	33
Tool 10: Partnership Timeline	35
Tool 11: Partnership self-review.....	37

Introduction

This document was developed by Fauna & Flora International (FFI) during the USAID funded project *Life on the Edge - conserving biodiversity and rebuilding livelihoods in the wake of natural disaster and human conflict*. This project has enabled FFI to review experiences of working collaboratively within and outside of the conservation sector, focusing on five sites around the world where natural disasters or human conflict have threatened biodiversity and livelihoods. Whilst the focus of this project has been on cross-sectoral approaches in post-crisis contexts, the principles and good practice of building and maintaining organisational relationships apply to all scenarios and a wide variety of relationships.

The way in which organisations work together is important but is often overlooked as the focus is on project design and delivery, particularly in emergency situations. However, by considering issues at an early stage many of the challenges to joint working can be avoided or overcome more easily, and project delivery will be more effective. Whether the relationship is long term or short term, a 'true' partnership or an alliance, formed across sectors or comprising organisations from the same sector, it is important that it is managed effectively. Despite the operational challenges, it is particularly important to maintain good practice in establishing and managing relationships in crisis affected situations; stronger relationships are more effective, more likely to have an impact on the ground, and are also better able to withstand crises.

Whilst this guidance has been informed by FFI experience, its relevance and usefulness extends beyond. It is based on the premise that a flexible and pragmatic approach is required, and recognises that a single template would not be appropriate for a diverse range of projects and programmes. Whilst the term 'partnership' is used throughout this guidance, for ease of reference, but it is recognised that not all organisational relationships are 'partnerships' according to most definitions of the term, and nor should they be; it is important to acknowledge this. However, it is suggested that applying a 'partnership approach' can strengthen all organisational relationships.

This guidance is intended to be a useful source of information and tools, and aims to provide support to individuals involved in cross-organisational initiatives; specifically in the development and management of effective working relationships. Not all of the guidance will be relevant to all situations. A number of procedures and tools are recommended, but these should be adapted to the specific circumstances and contexts, and in following these guidelines some common sense should be applied in deciding what is appropriate to the situation.

The document is in three parts. Part A is an introduction to partnerships and other organisational relationships, including the rationale for joint working and characteristics of effective partnerships; Part B outlines the key processes and issues to be aware of throughout the lifecycle of a relationship; and Part C contains tools to help in managing specific issues or tasks. Tool 1 is a checklist that can be used when time is limited, as a quick reminder of important issues to consider. Common sense is required to judge the time needed for each process or to consider each issue, depending on the individuals and organisations concerned and the situation in which they are working.

Rather than reinvent the wheel, this guidance has drawn heavily on existing partnership guidelines and tools from a number of other organisations¹, and will be updated periodically. Source information is referenced throughout.

¹ In particular, this guidance draws on Thorlby, T and Hutchinson, J (undated) *Working in Partnership: A sourcebook* New Opportunities Fund; and Tennyson, R (2003) *The Partnering Toolbook* International Business Leaders Forum

PART A: Partnerships and other organisational relationships

1. Why 'unpacking the partnership language' is important

A 'partnership pandemic'² over the last decade has seen the term used to describe such a wide range of working relationships within and between the public, private and NGO sectors, that often the meaning is left unclear.

It is important to analyse and articulate the way organisations engage with each other for a number of reasons:

- Using the term 'partnership' for almost all relationships can lead to confusion and diminishes the meaning of partnership, and can thus risk an organisation's credibility.
- Distinguishing between partnership and other organisational relationships enables greater recognition of where one approach might be more appropriate than another and how to manage these different relationships more effectively.
- To enable more effective management of all relationships, and greater investment of time and resources in those that need it most or are most effective.
- More effective relationships of all types lead to more effective and robust projects and programmes, which leads to greater impact.

2. Partnership and other relationship typologies

It is recognised that engagements should be tailored to suit the context, needs, and the objectives of the organisations involved, and thus they may be formal or informal; local, regional, or national; cross- or multi-sector³ or single-sector; small or large; single issue or broad based; and these relationships may be represented in a variety of structures, sizes and degrees of engagement.

A framework of relationship typologies can aid in reflecting on specific relationships, either existing or planned; the one below (Box 2) is based on Alan Fowler's relationship typologies⁴. The aim of this typology is to identify broad 'ideal types' which capture enough commonalities to enable working relationships to be managed effectively. By thinking about the characteristics - either current or desired - of a specific relationship, it is possible to manage those relationships more effectively, through investing resources and effort most appropriate to the relationship and the circumstances. The typology can also enable identification and sharing of good practice.

It should be noted that the following are not definitions, but are descriptions of the *common* characteristics of the various types of relationship. Also, the framework is not a hierarchy - no one relationship type is better than another, but one may be more appropriate than another in certain circumstances. Neither is it static - relationships are dynamic and can change over time.

² Caplan, K (2003) *The Purist's Partnership: Debunking the Terminology of Partnerships* BPD Water and Sanitation

³ Sectors here refer *either* to public, private and civil society, *or* to thematic sector (conservation, development, health etc).

⁴ Fowler, A (2000) *Partnerships: Negotiating Relationships* Occasional Papers Series No 32, Oxford: INTRAC

Box 1: A framework of relationship typologies

Transactional

Ally

In this relationship, two or more organisations agree on an agenda or objective they wish to pursue together, usually for an agreed period of time. They may do this by exchanging information, sharing expertise, or using their respective reputations and contacts in co-ordinated ways. Whilst modest financial transfers may occur, money is not the basis of the relationship. An ally is typically found in networks, coalitions, alliances and platforms.

Project Funder

This relationship is often narrow and focused, based on donor and recipient. It revolves around discrete projects and agreements may be very tightly specified because a major focus is on a financial transaction.

Programme Supporter

This relationship tends to concentrate on a particular area of work of mutual concern. The focus is often understood in terms of sectors, such as health or education; or a theme such as conflict prevention or human rights. Support could be financial inputs, technical expertise, facilitating access to specialist networks and so on. A programme may correspond to (one of) each organisation's strategic goals.

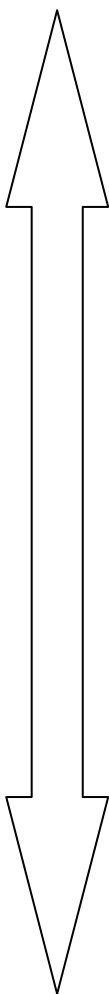
Institutional Supporter

This relationship is primarily concerned with overall (organisational) effectiveness and viability. Transactions benefit from both what the participant organisations are and what they do. Money as well as information is likely to be transacted but with limited conditionality. Organisational issues that are not directly concerned with the purpose of the organisation – such as governance and leadership selection – are seldom considered appropriate relational terrain and are unlikely to be included in agreements.

Partnership

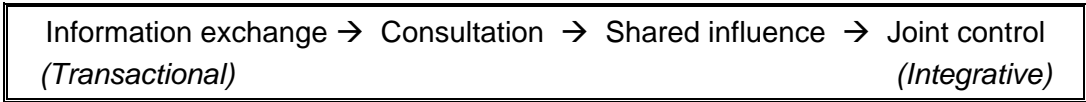
A relationship based on common or complementary goals that exhibits transparency, and full mutual support for the identity and all aspects of the work and the well-being and reputation of each organisation. It is holistic and comprehensive with no limits - in principle - as to what the relationship would embrace. Risks and benefits are shared and organisations have some degree of influence over each other. Partnerships usually reflect a long term commitment to each organisation and the work.

Integrative



The framework above is not exhaustive and is not intended to fit diverse experiences into neat categories. Every relationship is unique and whilst the typologies may reflect the common characteristics of each type of relationship there will, of course, be exceptions. For example, a donor - recipient relationship based on a financial transaction may exhibit some of the characteristics of a partnership.

However, whilst there will always be exceptions, the relationships identified in the framework can broadly be seen as part of a continuum, from transaction based relationships to more integrated relationships, with a corresponding increase in mutual influence and 'depth' of engagement:



3. Some definitions of partnership

Although the term is widely used, many relationships described as such may not, in fact, be partnerships (when one considers the characteristics described in the framework in Box 2), although often this judgement is based on personal perception and two people may view the same relationship quite differently.

Many organisations have found it helpful to define what they mean by the term partnership⁵. The following are some examples:

*Partnership is a process in which two or more organisations or groups work together to achieve a common goal, and do so in such a way that they achieve more effective outcomes than by working separately.*⁶

*A partnership is a special kind of relationship, in which people or organisations combine their resources to carry out a specific set of activities. Partners work together for a common purpose, and for mutual benefit.*⁷

*A partnership can be distinguished as a relationship in which partnership principles are understood and practiced by all those involved. It is the degree to which the principles are used, rather than the structure of the relationship, which determines whether a relationship can be called a partnership.*⁸

Some common themes can be identified from various definitions of partnership. Partnership is a process, it should be beneficial to all those involved, it involves working towards a common or complementary goals, and it is usually based on a long term commitment. A partnership is also greater than the sum of its parts - by working together the partnership achieves more than each organisation would achieve by working on its own. These factors may also be identifiable in other types of relationship. This, along with the influence of personal perception, demonstrates the challenge of actually defining partnership. It is challenging to pinpoint what exactly does distinguish partnerships from other relationships, and whether a relationship is judged to be a partnership is probably best left to those involved, if at all, but the main difference - and what makes partnerships 'special' - appears to be partnership principles and the degree to which they are applied in practice.

Partnership principles and the characteristics of effective relationships are identified in Sections 5 and 6.

4. A partnership approach

Even relationships that are not partnerships, according to the definitions and characteristics previously referred to, will benefit if a partnership philosophy underpins the engagement, particularly if both or all organisations apply this philosophy; that is, follow a 'partnership approach'.

⁵ FFI has chosen not to develop a formal definition of partnership at the current time. During meetings held with a cross section of staff in 2007 and 2008, the consensus of opinion was that a definition would be so broad as to be meaningless, or so narrow as to be constraining, and the framework of relationship typologies was felt to be more useful.

⁶ Thorlby, T and Hutchinson, J (undated) *Working in Partnership: A sourcebook* New Opportunities Fund

⁷ International HIV/AIDS Alliance (undated) *Pathways to Partnerships*

⁸ Stuckey, D *et al* (2001) *Promising Practices: A Case Study Review of Partnership Lessons and Issues*. Care USA

A partnership approach is understood to mean the application of partnership principles in all relationships, including those that are not partnerships. The more the organisations apply partnership principles in working relationships, i.e. take a partnership approach, the more effective these engagements are likely to be.

Following the guidance in this document will help in applying partnership principles to organisational relationships. Some key partnership principles are outlined below.

5. Key partnering principles

The description of partnership in the framework of relationship typologies (Section 2) includes 'mutual support for the identity and all aspects of the work, and the well-being and reputation of each organisation'. This, and the 'depth' of partnerships compared to other types of relationships, implies the application of some fundamental principles. The third definition of partnership above (Section 3) defines a partnership on the basis of applying 'partnership principles'.

There is no one partnership model; the shape and structure of partnerships are limitless and each one is unique and not transferable because it is determined by the specific drivers, context and organisations involved. However, partnerships can be characterised by a number of core principles that should be non-negotiable, universal and transferable.

These are equity, transparency and mutual benefit⁹. These principles are important because:

- EQUITY¹⁰ leads to MUTUAL RESPECT
- TRANSPARENCY leads to TRUST
- MUTUAL BENEFIT leads to SUSTAINABILITY

Individual partnerships may also agree that other principles are equally important to their specific relationship(s).

Studies have found that it is these 'soft' issues that are important in maintaining a quality relationship. However, it is important that these value-based principles are not overemphasised; equal emphasis must be put on getting on with the business of the partnership.

6. Characteristics of effective relationships

In addition to the application of the partnership principles outlined above, effective partnerships share a number of characteristics. These include:

- Good personal relationships between those involved.
- Institutional buy-in, so that the relationship is not overly dependent on one individual.
- Shared values.
- Voluntary engagement.
- Commitment, usually over the long term in order to build trust.
- Mutual learning amongst those involved.

⁹ Tennyson, R (2003) *The Partnering Toolbook* International Business Leaders Forum

¹⁰ Equity is not the same as equality. Equity recognises differences (that could, in certain circumstances, be perceived as imbalances) but acknowledges an equal right to be at the table and validates those contributions that are not measurable simply in terms of cash value or public profile.

- A focus on outcomes; what the partnership is trying to achieve (outcomes), rather than produce (outputs). This should include outcomes for each individual organisation in the partnership, as well as for the project.
- Clear objectives.
- Clearly defined expectations, roles and responsibilities.
- Flexibility; adapting and responding to changing circumstances and challenges.
- Recognition of and honesty around differences (including real or perceived differences in power) and addressing the risks associated with these.
- Respecting the contribution of all those involved.

These characteristics are not exclusive to partnerships, and as with the principles, all relationships will benefit if these are applied in practice.

7. Cross-sectoral partnerships

In recent years there has been much emphasis on cross-sectoral partnerships between business, government and civil society as an approach to pursuing the goals of sustainable development. In this guidance, 'cross-sectoral' is also understood to mean working across thematic areas, such as conservation, health, and development.

The same principles and approaches apply to working in both cross-sectoral and same sector partnerships. Whilst working with government agencies may present different challenges to working with the private sector or with a development NGO, the processes and tools in this guidance will help in managing all organisational relationships more effectively.

8. Partnership and capacity building

Because organisations often work with others in order to build their capacity, capacity building seems to have become intrinsic to partnership in some documentation. Partnership is closely linked to capacity building but whilst they are complementary concepts it is important to recognise that they are not mutually exclusive; it is possible to partner without capacity building and capacity building can occur without partnering. Indeed, in many cases partnering with another organisation is often a means of accessing capacity or expertise.

9. Why work with others?

There are many reasons for working with other organisations but the two main reasons are driven by *need* - the fact that the end result could not be achieved by one organisation on its own, and the potential to have greater impact ($1 + 1 > 2$).

Other reasons may include:

- Solidarity
- Sustainability
- Increase scale and influence of projects and programmes
- Spread risks
- Innovation
- Pooling complementary expertise, skill, experience and resources
- Reputation
- Meeting legal requirements

When considering working with others it is also important to consider the most appropriate type of relationship. Working in partnership may not always be the best option. Partnership

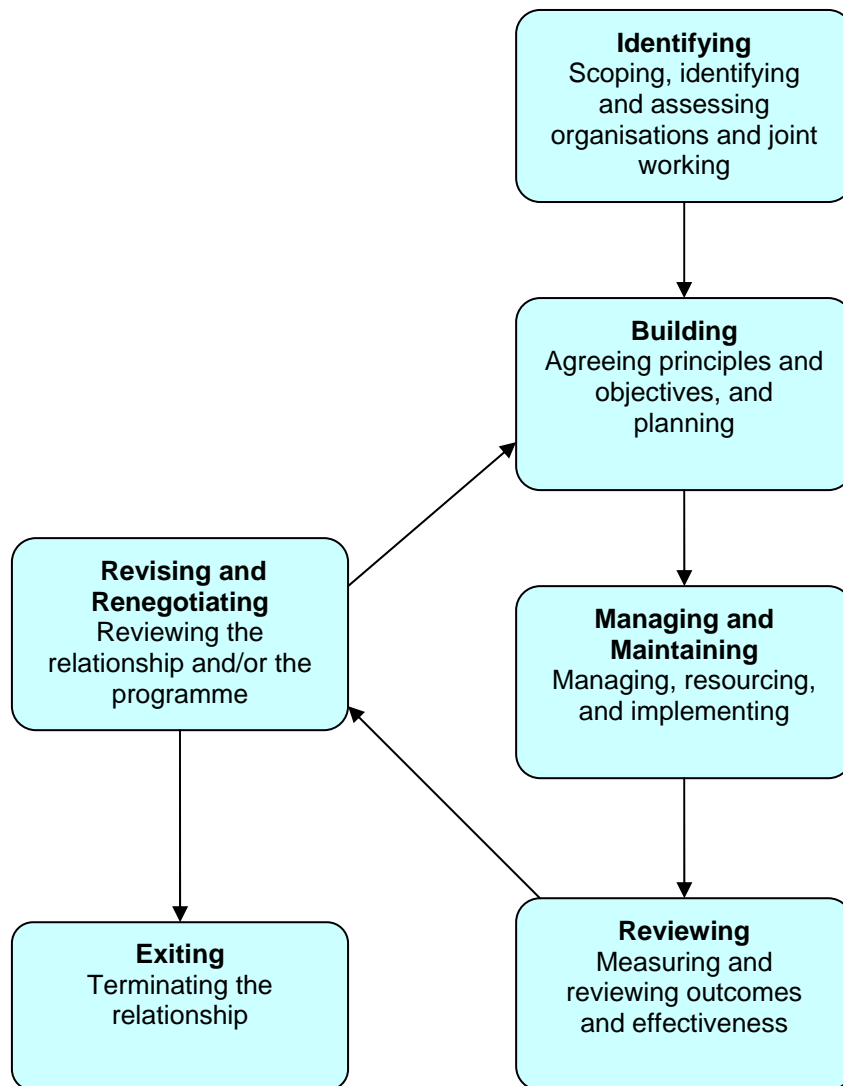
requires effort and should be the preferred option only when each organisation feels that the benefits outweigh the costs.

Once the need to work with another organisation (or organisations) has been justified then this guidance can help in considering the type of the relationship that is most appropriate and in establishing and managing the relationship, whether it is a partnership based on the characteristics identified in previous sections, or another type of relationship.

PART B: Partnership processes

1. The partnership lifecycle¹¹

Whilst each partnership is unique and will develop accordingly, some distinct but overlapping phases can be identified.



The processes and tools that follow are ordered according to the above phases, however many of them are relevant to more than one stage. In particular, guidance for building relationships (section 2.2) may be equally useful for existing and especially long term relationships.

The essential steps and issues are outlined in the following tool:

[Tool 1: Partnership checklist](#) (page 19)

¹¹ Adapted from Tennyson, R (2003) *The Partnering Toolbook* International Business Leaders Forum

2. Managing each stage of the partnership lifecycle

2.1 Identifying who to work with

Key processes or issues

- Identifying organisations
- Partner assessment
- Considering costs and benefits
- Risk assessment

The following processes can be considered key stages in identifying a partner. These will usually be carried out alone, although in some cases it might be desirable to discuss the potential benefits or risks with the other organisation(s).

2.1.1 Identifying organisations

In some cases there may be a limited choice about which organisations to work with, or working relations might be established on an ad hoc basis or as a result of personal contacts. Whilst these relationships may be effective, and these means of establishing them are valid, in some cases it might be more appropriate to take a more strategic approach to identifying potential partners.

It is important to have a good understanding and knowledge of who is doing what in the places in which we are working, whether there is an intention to work with them or not. The process of identifying organisations to work with could form part of a situation analysis, threat analysis, problem analysis or stakeholder analysis, for which a number of tools are available.¹² Alternatively, a mapping exercise can be carried out focusing specifically on the institutional landscape. Individuals may already have a good idea of which organisations or groups are currently operating in a particular locality so mapping the institutional landscape may be a very quick exercise.

[Tool 2: Partner mapping](#) (page 21)

Once it is known who is working on or in the area of interest it is useful to identify the most appropriate organisations to work with. Obviously this depends greatly on the context and the aim of the project or programme, but it is important to consider why organisations should be involved and in what ways.

It is also important to consider the risks associated with working with specific organisations (see 2.1.4 for risk assessment).

2.1.2 Partner assessment

One of the considerations in deciding who to work with is the skills, knowledge and expertise that they can bring to the work. One of the reasons for cross-sectoral working, for example,

¹² See for example: <http://www.dfid.gov.uk/Documents/publications/toolsfordevelopment.pdf>
http://assets.panda.org/downloads/1_4_situation_analysis_2007_02_19.pdf
http://www.birdlife.org/ibas/5_conservationaction/Stakeholder_analysis_guidelines.pdf
http://pdf.usaid.gov/pdf_docs/PNADE258.pdf (Analysing Conservation Threats and Opportunities)
http://assets.sportanddev.org/downloads/environmental_scan.pdf (Environmental Scan)
<http://www.policy-powertools.org/Tools/Understanding/SPA.html> (Stakeholder Power Analysis)

is recognition of the different skills and approaches of organisations from across different sectors.

Section 2.2 deals with mapping the various benefits and resources that organisations can bring to a partnership. However, it is also useful to do a preliminary assessment of another organisation before investing too heavily in building an effective working relationship. This should be done at the starting point to help in asking systematic questions of any potential partner to ensure a good fit with the goals and needs of the partnership.

[Tool 3: Partner assessment form](#) (page 25)

It is worth taking time over this, including undertaking research to confirm an organisation's 'track record'. This is not to state that organisations should only ever work with 'strong' organisations. Often, those who will be most effective in the long term may not be as 'capable' as others.

The partner assessment form is not intended to be a comprehensive organisation assessment nor form the basis of capacity building activities. Rather, it prompts the asking of systematic questions of any potential partner to ensure a 'good fit' with the needs of the project or programme. The criteria against which any potential partner is assessed depend very much on the context and in particular on the goal of the project or programme and what the partnership is set up to achieve.

2.1.3 Considering costs and benefits

It is important to consider the potential costs and benefits of any engagement, including how each individual organisation will benefit. The key to sustainable and successful engagements is mutual benefit, and all partners should ensure that the other organisations get what they need from the relationship.

Often, there may be little or no choice about who to work with, for example it is often necessary to work with a local government department. They may be reluctant partners, and demonstrating the potential benefits of the relationship may be needed to encourage their active involvement. Alternatively, they may be willing partners but the costs of working with them may be very high, for example in terms of investment of time. Thinking ahead about the costs and benefits will help in considering whether working together is appropriate, and where there is no choice, in minimising the costs and maximising the benefits.

[Tool 4: Benefits and Costs](#) (page 26)

2.1.4 Risk assessment

A risk is anything which may prevent an organisation or partnership from achieving its mission or objective.

All relationships have inherent risk, but taking risks allows growth and innovation. It is an important element of the corporate world and can be seen as positive as long as it is understood and managed appropriately.

Box 2: Some common risks of working in partnership

- Loss of reputation - just from being part of the partnership or any consequences should it fail.
- Loss of autonomy - as a result of joint decision making.
- Loss of (real or perceived) neutrality - through working with certain organisations, particularly but not only, in conflict affected areas.
- Conflicts of interest - working collaboratively can highlight differences and result in the need to compromise.
- Drain on resources - relationships need to be managed and require investment, especially at the beginning.
- Implementation challenges - establishing a relationship is only the beginning and once project implementation starts new challenges may arise for each organisation.

Effective risk management need not be a complex or time consuming activity. Conversely, it can greatly assist to remove potential barriers and pitfalls which might otherwise arise in the course of the relationship. Some of the most common risks¹³ are considered in Box 2.

Completing a risk matrix can help in identifying and prioritising risk and in considering measures to reduce risk.

[Tool 5: Risk Matrix](#) (page 27)

2.2 Building

Key processes or issues

- Clarifying expectations, agreeing principles, developing ground rules
- Developing objectives
- Resource mapping
- Agreeing roles and responsibilities
- Governance and accountability
- Agreements and MoUs

2.2.1 Clarifying expectations, agreeing principles, developing ground rules

At some point in the dialogue it is useful to discuss the expectations of each organisation from the project or relationship. These can not be separated from other issues, such as the roles and responsibilities, but it might be useful to clarify that each party has realistic expectations and that these are being, or will be, met.

Similarly, if the intention is to have a partnership based on partnership principles, it is important that these principles are discussed and agreed by all parties.

Developing ground rules near the beginning of the relationship can help. These might range from quite simple things relating to how meetings are managed, to core factors in governing the relationship, in which case they can be incorporated into any agreement or MoU.

¹³ Risks identified in Tennyson, R (2003) *The Partnering Toolbook* International Business Leaders Forum

Ground rules might include such things as:

- Active listening and not interrupting
- Dealing with fact and not rumour
- Dealing promptly with issues needing resolution
- Adhering to decisions agreed

These are not comprehensive examples. The number and nature of any ground rules developed, and the stage at which they are discussed - and maybe revisited - will depend very much on those involved and the nature of the relationship. The good practice tips in Section 2.3.5 might help in developing ground rules.

2.2.2 Developing objectives

The purpose of a partnership should be clear to all of those involved. In some cases setting objectives may be quite straight forward but some engagements can be quite complex and suffer from loss of focus. Defining clear objectives, and even a vision statement, can help provide clarity and focus.

A partnership objective may or may not correspond to the project or programme objective. In most cases separate partnership objectives are unlikely to be established, as organisations work towards achieving the project or programme objectives. If a partnership objective is developed it is likely to be more akin to a vision statement: an inspirational assertion describing why the partnership exists and what the partnership would like to see happen.

Whilst each organisation involved in the partnership might have different overall goals, it is important that they share some common or complementary aims. These are the reason for working together, and will form the basis of any partnership objective. Try to ensure that all parties are as clear and open as possible about any vested interests and priorities.

[Tool 6: Partnership Visioning](#) (page 28)

2.2.3 Resource Mapping

Prior to formalising a partnership it is important for organisations to consider what resources will be needed for the project or programme. Often, this is considered in terms of funding requirement, but one of the real benefits of working with other organisations, especially from different sectors, is the potential access to a wide range of non-cash resources that the different organisations can bring, including people, relationships, data, and infrastructure.

[Tool 7: Resource Mapping](#) (page 29)

2.2.4 Agreeing roles and responsibilities

Obviously any project, programme or initiative will require a clear work plan. An important element of the planning process is agreeing the role and responsibilities of those involved - their overall function or position and the activities for which they are responsible. This might depend on what non-cash resources they have.

2.2.5 Governance and accountability

Relationship arrangements vary widely but governance structures should be clear and in place from the beginning to ensure that decision-making, management and other arrangements are appropriate and operate effectively.

Governance structures are important to address power differences in relationships and ensure that all organisations have equal say. When designing the structure, consider the suggestions in Box 3 below¹⁴. Not all relationships will require such comprehensive governance structures, but it will still be useful to consider the different components and their roles.

Box 3: Suggested components and roles of governance structures

Decision-making component

This could be a board or management committee with representation of the different organisations that meet to approve budgets, work plans etc, but are not responsible for day-to-day management. It is important to consider the size of the group, who should be represented, and clear roles and responsibilities for individual members. Some of tasks of this group could be:

- a. Agree the vision, aims and objectives of the partnership
- b. Formulate policies and strategies
- c. Give final approval for expenditure on activities
- d. Provide oversight and steering for the day-to-day management
- e. Ensure that management, monitoring and financial systems are in place and are adequate to meet audit and accountability requirements
- f. Review progress at regular intervals

Management component

This could be a person or a team of people from the different organisations assigned to manage the engagement and activities. Some of the tasks of this group are:

- a. Day-to-day management or coordination of projects and activities
- b. Operate financial systems and maintaining records
- c. Monitoring activities

Advisory/Consultation component

This may be organised in a variety of ways (i.e. as a committee or panel) to provide feedback and advice. This may be formal or informal and also a way of involving other stakeholders from outside the engagement. Some of the issues to consider here are:

- a. What is the status of this group? Will their views be accepted by the partnership? If not, would clear reasons be required?
- b. How will the group obtain information? Reports, minutes, others?
- c. Who will administer and coordinate this group?

Lead partner

Many partnerships, particularly those involving the public, private and civil society sectors, identify a lead partner. If roles and responsibilities are clear it is possible to maintain democratic decision making and equality whilst having a lead partner. Roles of a lead partner may include:

- a. Convenor of meetings
- b. Home of the secretariat
- c. External liaison with donors, press, etc
- d. Financial accountability

Clear and appropriate governance structures help to ensure accountability. Partners may be accountable to a number of different stakeholders including:

- Project beneficiaries
- External donors
- Individual partner organisations
- Each other as colleagues

Governance and accountability structures need to be agreed and documented in any agreement or Memorandum of Understanding (MoU).

¹⁴ Thorlby, T and Hutchinson, J (undated) *Working in Partnership: A sourcebook* New Opportunities Fund

2.2.6 Agreements and MoUs

Partnerships are more effective when roles are clear and all are working from a common agenda. Whilst the process of dialogue around planning to work together, developing objectives, and agreeing roles is most important, documenting these in the form of an agreement or MoU can provide clarity and ensure that all parties are fully informed and in agreement. These tend to differ from contracts in that they are not legally binding, are developed and agreed between the parties as equals, and are more readily re-negotiable. Even an informal partnership will benefit from some form of an agreement in order to avoid misunderstanding and even conflict as the work and the relationship develops.

Often, organisations will only develop an agreement when funding is involved, but formalising agreements that do not involve transfer of funds is also important as it documents and formally agrees the objective of the engagement and the roles and responsibilities of the different organisations. Agreements or MoUs may be all that is required but at a later stage it may be necessary to create legally binding contracts in order to undertake a large-scale or complex programme or to handle larger amounts of funding.

The best agreements are often those that are most simple. Too many complex 'control' measures can imply suspicion, from which mistrust can grow. The time period of any agreement will depend on the relationship and the joint work, but it is important to review the agreement annually to ensure that it is still appropriate and relevant. Relationships, like projects, are not static. The objectives of a partnership and the roles and responsibilities of those within it will need to be renegotiated as the partnership evolves or as circumstances change.

[Tool 8: Sample Agreements and MoUs](#) (page 30)

The processes and issues relating to managing relationships should have a place in agreements and MoUs, and it is important that these are thought through and agreed before the relationship is formalised through the signing of an agreement or MoU.

2.3 Managing and maintaining

Key processes or issues

- Communication
- Partnering skills and good practice
- Conflict resolution

The processes and issues outlined in the previous section, if considered adequately at the beginning of a relationship, should make managing the relationship easier. However, even when good practice has been followed most relationships will face challenges at some point in their life cycle. This section outlines some of the most important points in managing relationships effectively which will help in dealing with any problems that do arise.

2.3.1 Communication

Clear communication is essential to effective partnerships and more frequent and deeper communication is most often cited as the main factor needed to improve a relationship. Communication may take place at various levels, for example between field staff or between headquarter or senior staff, so it is important that communication is also effective within, as well as between, individual organisations.

Particularly when working across sectors, the actual language or jargon used can influence the success of a relationship. Individuals therefore need to be aware of the way in which they use language, and adapt it accordingly.

There are no hard-and-fast rules about how often those in a relationship should communicate, but it is better to pre-arrange frequent telephone calls or meetings and then reduce the number if it is felt absolutely unnecessary to maintain such regular contact.

Regular and effective communication is particularly important when managing long distance relationships, and may need to be increased as challenges arise or when issues within one or all organisations affects the relationship, such as changes in personnel.

2.3.2 Skills and good practice

Whilst processes and tools are important in effective partnerships, working collaboratively also requires certain skills, which some people have naturally but others have to work harder to develop.

Box 6 outlines the skills and characteristics of a good 'partnership manager'. Again, this list is not comprehensive - the skills required will depend on the circumstances and those in the relationship, but those listed here are the basic essentials.

Box 4: Some skills and characteristics of a good partnership manager

- Common sense
- Ability to compromise
- Ability to be tough when necessary
- Ability to negotiate
- A peacemaker
- Personable
- Awareness and sensitivity to others' feelings, beliefs and points of view

At all stages of a relationship and in all partnership processes and activities, some good practice tips can be identified, as outlined in Box 5.

Box 5: Good practice for partnering

- Communicate effectively and regularly
- Work from facts rather than your own interpretation of events
- Make requests rather than complaints
- Manage meetings well - keep them focused, interesting and useful
- Keep records of meetings and document decisions
- Adhere to decisions
- Deal promptly with issues needing resolution
- Create a learning culture - share both good and bad experiences and learn from your own and each other successes and mistakes

2.3.4 Conflict resolution

Conflicts can arise in any working relationship. Box 6 outlines some general guidelines for managing conflict¹⁵.

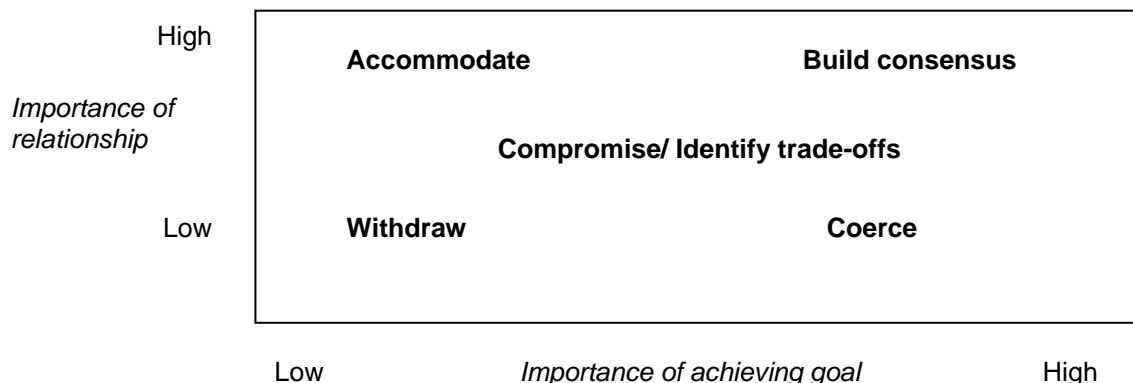
¹⁵ DFID (2003) *Tools for Development*

Box 6: Some tips for managing conflicts

- Identify that conflict is happening.
- Disagree with ideas NOT people. Do not accuse or blame.
- State the problem as a shared one: 'We do not agree about x', rather than 'You are wrong about x'.
- Identify and focus on the central issues to the conflict. Do not digress.
- Do not compromise too quickly. Quick compromise may mean that you have not adequately explored the problem or possible solutions. The idea solution gives everyone what they need and meets their interests.
- Those not directly involved in the conflict can be invited to pay close attention to both sides and add perspectives on the process as well as the content.
- Acknowledge and accommodate cultural differences.
- Be aware of your own opinions and feelings. People tend to think their wants and needs are locally justifiable, so often they focus on rational arguments even though their feelings may be the driving force.
- Use quiet time. If the discussion becomes too heated, a few minutes break or a schedule that permits meetings over several days or weeks may help facilitate a decision.

Box 7 shows some possible conflict management strategies - different ways to respond to the conflict - depending on the importance of the relationship and the importance of achieving the goal¹⁶. In extreme cases it may be necessary to bring in senior people from both/all organisations, or a neutral third party, to try and resolve the conflict.

Box 7: Conflict management strategies



Although difficult to deal with, conflict in a relationship can be seen as a break through rather than a break down i.e. an opportunity to address unresolved or 'hidden' issues and strengthen the relationship.

2.4 Reviewing

It is important to periodically review any working relationship, and it is good practice to build in a review of the relationship to a project or programme review or evaluation process. Most partnerships will benefit from an annual 'health check', including reviewing any agreement or MoU, to ensure that the relationship and its work is on track.

It is recommended that the partnership is reviewed more formally at least every 3 years. The most useful time to carry out a formal review would be towards the end of the project or

¹⁶ Adapted from DFID (2003) *Tools for Development*

agreement period. This review can either be part of, or a separate process from, a programme review or evaluation.

The process of reviewing a relationship depends very much on the nature and purpose of the relationship. One or more of the following processes are useful in carrying out a review.

SWOT analysis can be used to assess the status of the partnership through identifying the Strengths, Weaknesses, Opportunities and Threats that relate to the relationship, and then identifying action required to improve the relationship. SWOT analyses are a common project tool. When using SWOT to assess relationships it is important to try to focus on the relationship, rather than the project more broadly, although obviously there will be some overlap.

[Tool 9: SWOT Analysis](#) (page 33)

A *partnership timeline* can be used to review the partnership over time and gain a historical understanding of the current partnership and changes that have occurred. If facilitated well, it can also be used to assess if certain outcomes can be attributed to the partnership.

[Tool 10: Partnership Timeline](#) (page 35)

A *self-review checklist* can be used to review a partnership or to provide a baseline against which to review at a later date. The process of self review is intended to be supportive rather than critical; it should encourage openness and self reflection, and identify successful ways of working as well as areas that require improvement. Some elements of the review are qualitative and require personal judgement. The checklist should be worked through together by all parties in the partnership; if done separately it is important that the assessments by both/all organisations are compared and discussed.

[Tool 11: Self-review Checklist](#) (page 37)

If resources allow, an *external (third party) review*, is recommended to allow for an impartial and balanced analysis of the achievements and challenges of the relationship.

2.5 Revising and Renegotiating

A review process may highlight the need to revise certain elements of the relationship. In doing so, some of the processes and tools outlined in Sections 2.1 (Identifying) and 2.2 (Building) should be used, in particular revisiting and updating the ground rules, roles and responsibilities, objectives, and the agreement. It might even be beneficial to do another simple risk assessment, cost and benefit analysis and resource mapping, as the organisations and the context in which they are working will have changed. At this stage some renegotiation may be necessary.

2.6 Exiting and Transition

Organisational relationships do not last for ever. The end of a working relationship is often interpreted as a failure but it can mean success, if the partnership has achieved its goals. In some cases the relationship may come to a natural end, for example if it was clearly linked to the implementation of a fixed term project and the end date stated in an MoU or other form of agreement.

However there may also be other reasons for organisations to end the relationship, as outlined in Box 8.

If the relationship has not naturally come to an end and one partner only has come to the decision to end the relationship, the good practice and key steps identified in Box 9 will ease the process for all involved.

Box 8: Possible reasons to end a relationship

- Project completed.
- Limited progress, loss of direction, or lack of commitment.
- Reduction in resources.
- Other organisations are better placed to provide support or collaboration.
- An organisation no longer needs support.
- Weak accountability, loss of confidence in management.
- New opportunities with other organisations.
- Change of priorities, either geographically or thematically.
- The partnership has lost direction and vigour.
- External changes in the broader social, economic, political context.

Box 9: Five steps in ending a relationship

Step 1: Give notice

Advance notice should be given of the decision to phase out or withdraw, with a reasonable period for adjustment. A clear and documented agreement about the withdrawal process and time frame will assist with transparency. This might also include reasons for withdrawal and future relationship options, if any.

Step 2: Reduce funding levels

If funding is involved, the gradual reduction in funding levels rather than an abrupt cessation may help organisations re-assess their situation and plan for change.

Step 3: Evaluations for planning ahead

A participatory evaluation may help organisations to assess their relative strengths and weaknesses and demonstrate past achievements. This will aid programme planning and future funding applications.

If the decision to withdraw is not shared, an external evaluation may help clarify reasons for withdrawal based on an independent third party assessment. However, an evaluation should be undertaken with care as it will inevitably raise expectations that follow up will be provided, making exiting more difficult.

Step 4: Provide transitional support

Some transitional support could be provided, for example links to other organisations that have already experienced similar processes, links to other funding agencies or to those with fundraising skills, or support for a participatory evaluation.

Phasing out at community level can take a long time, particularly where the goal has been to create sustainable community-based organisations. Consideration should be given to providing some additional support, during phase-out, to facilitate such a process within mutually agreed time periods and with mutually agreed outcomes.

Where organisational sustainability is important, identifying an agreed time frame and outcomes or milestones for the organisation as well as for the project may ease the phase-out process.

Step Five: Analyse and document lessons learnt

Since organisations are likely to have invested significant resources and time into the relationship, their experiences will be valuable for others. Transitions provide important learning opportunities and there is value in considering how lessons can be documented for future ventures.

PART C: Partnership tools

Tool 1: Partnership checklist

Issues to consider when developing a joint project

It is important to manage organisational relationships effectively, whether the relationship is long term or short term, a 'true' partnership¹⁷ or an alliance, formed across sectors or comprising organisations from the same sector. Despite the operational challenges, it is particularly important to maintain good practice in establishing and managing relationships in crisis affected scenarios; stronger relationships are more effective, more likely to have an impact on the ground, and are also better able to withstand crises.

Why?

- The way in which organisations work together is important but is often overlooked as the focus is on project design and delivery, particularly in emergency situations.
- By considering these issues at an early stage many of the challenges to joint working can be avoided or overcome more easily, and project delivery will be more effective.
- The focus of this checklist is thus on the issues and processes related to joint working rather than on wider project issues and processes.

How?

- This checklist is intended to be used at the beginning of a joint project or response to ensure that essential issues around working in partnership are considered.
- It should be of use to any organisation that works, or is planning to work, with other organisations, in both emergency and non-emergency situations.
- It can also be used as a reminder of key issues to consider when preparing a Memorandum of Understanding (MoU) or similar agreement, or when the relationship is reviewed.
- The checklist is structured around key stages in the lifecycle of organisational relationships, but all points should be considered when first establishing a joint initiative or when organisations that already work together develop a new project.
- Full guidance is available¹⁸ but, especially where time is limited, this checklist is a reminder of important issues to consider.
- Common sense is required to judge the time needed to consider each issue, depending on the individuals and organisations concerned and the situation in which they are working.

Identifying

- Is the decision to work with this/these organisation(s) based on adequate knowledge and consideration of all potential collaborators? For example, what other organisations work in the area/sector, why is this the most appropriate organisation to work with at this time and on this project?
- Is the project within the mandate of all organisations? If not, is the rationale for engagement sufficiently justifiable? For example, there may be strategic or ethical reasons for an organisation to work on an issue not directly within its mandate.
- Do potential partners have the necessary skills, or the means to build or access them (for example, by contracting in expertise for example), and a good reputation or track record?
- Have the benefits and costs of working jointly been fully considered? For example, benefits include the capacity to deliver on a larger scale and securing or developing additional skills or resources, and costs may include more extensive consultation and decision making processes.
- Are there any risks in working in partnership with this/these organisation(s)? For example, loss of autonomy or reputation, shift in focus of either organisation.

¹⁷ Organisational relationships vary widely in shape and scope and although not all of these relationships will be 'true' partnerships - characterised by principles such as equity, transparency and mutual benefit - the term 'partnership' is widely used and is used here for ease of reference.

¹⁸ Available at www.fauna-flora.org and www.rapid-response.org, these include: *Guidance for working with other organisations*, which draws on a number of publically available guidelines and toolkits and includes guidance and tools for working in partnership, and; a paper produced for the *Life on the Edge* project, including recommendations for working across sectors in post-disaster and conflict situations.

Building

- Do all partners share a good understanding of the context and issues being addressed, and appreciate the mandate and values of other organisations within the partnership? *This is particularly important where organisations are working with those from other sectors.*
- Are the aim and objectives of the partnership defined and agreed?
- Has an implementation plan been agreed?
- Have partners identified and found ways to mobilise the resources needed?
- Are the roles and responsibilities of each organisation clearly defined and agreed? *This could include, for example: employment and/or management of staff; financial management and reporting; project management and reporting; day to day administrative tasks. This list is not exhaustive; other issues may also be relevant depending on the organisations and the project on which they are working.*
- Are the expectations of each organisation clear and realistic?
- Does each partner have the necessary skills and resources to enable them to fulfil their roles and responsibilities effectively? If not, have strategies been developed to address these skills and resource gaps?
- Have time and resources been budgeted for partnership management? *This includes, for example, regular meetings and communication.*
- Has the partnership agreed how to present itself (for example, individually, as collaborating organisations, or as a partnership) to various stakeholders (community members, local government institutions, donors, NGOs etc) that have an interest in the work?
- Has a MoU or other relevant form of agreement been prepared, and signed by all partners?

Managing and maintaining

- Is the structure and processes of the partnership appropriate? *For example, is the decision making process timely, equitable and transparent? Is the management structure appropriate? Is there a process for resolving conflicts?*
- Do the partners communicate at appropriate times (not too little and not too often) and in appropriate ways (face to face meetings, telephone, email)?
- Are meetings managed well (focused, appropriate and interesting) and documented as appropriate?
- Are issues requiring resolution dealt with promptly?
- Are all organisations sharing and learning from each others successes and mistakes?

Reviewing

- Has a time period been agreed after which the partnership will be reviewed? This will help to ensure that all organisations are fulfilling their obligations, that expectations are being met, and that the partnership is delivering effectively.
- Is the partnership achieving its objectives? To what degree are the outcomes sustainable? Has a method been devised by which to monitor and measure the effectiveness of the partnership and its activities? An assessment of the partnership could be built into project or programme reviews and evaluations.

Revising and renegotiating

- During the course of the relationship, particularly following a review, the structure or processes of the partnership may need to be revised. If so, it will be useful to reconsider the points outlined in this checklist.

Exiting

- Has the lifespan of the partnership been agreed? Is it linked to or likely to extend beyond a specific project or funding period?
- Have the circumstances under which the relationship may be ended prematurely been agreed and outlined in the MoU? This could, for example, include changes in the wider environment (for example, new legislation, political issues, economic issues), resolution of the key issue the partnership was addressing, changes in funding, unfulfilled obligations, poor accountability and reporting.
- Has a minimum notice period been agreed?
- Has ownership of any jointly held assets (including intellectual property) been agreed?

Tool 2: Partner Mapping

This tool comprises three elements (each of which can be used separately):

- a) Institutional Linkage Map
- b) Institutional Matrix - ranking exercise
- c) The Power - Interest Matrix

a) Institutional Linkage Map

Adapted from: Pridham, C (2008) *M&E Guide*, IFAD

Who?

- Partner organisations as a joint exercise.
- Can also be done separately by the individual organisations, and then the maps compared.

Why?

- To show the extent to which organisations (or institutions*) interact with each other and the relative importance of these. Can also include individuals, projects and programmes, as well as organisations, groups or institutions.
- To assess the relative importance of organisations (and indicate the power dynamics between organisations) to the project, organisation or partnership being considered.
- To help an organisation to locate itself in relation to other organisations.
- To highlight different perceptions of the organisational context.
- If repeated at intervals (every one or two years) can be used to monitor and analyse changes in the organisational context or map. Alternatively, the first map can be amended with symbols, deletions, additions etc to show changes.

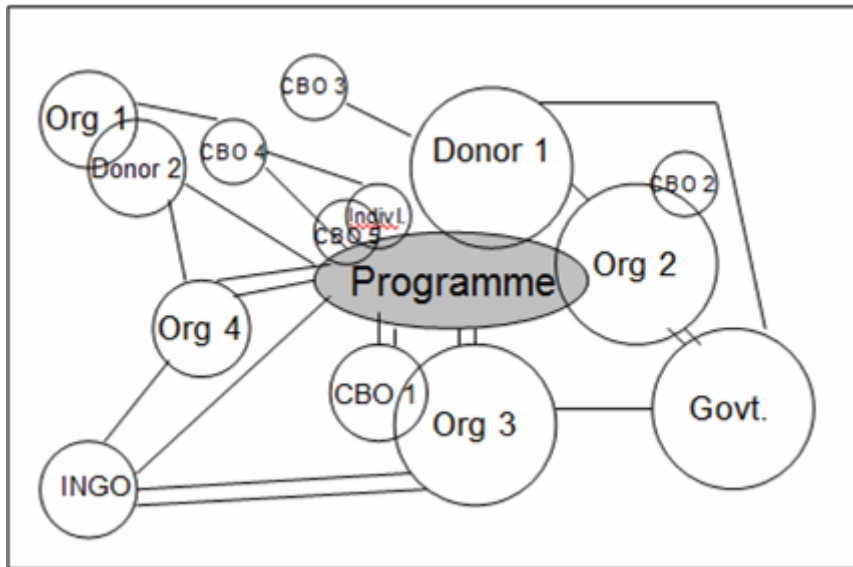
* The term 'institution' is often used to mean organisation, but not all institutions are organisations, for example political, economic and socio-cultural institutions.

How?

- Clarify the focus of the discussion i.e. the organisation or the partnership central to the mapping and to which the discussion is relating.
- Agree the scope of the analysis.
 - ✓ For a partner mapping exercise it is probably easiest to limit the discussion to organisations and groups (including government, civil society and private sector), key individuals and perhaps the few programmes or large projects that may have some kind of identity independent of an organisation.
 - ✓ Agree the limitations of the mapping i.e. the number of organisations in the broader context that will be considered. In some contexts there will be many organisations to consider (more than 15 -20), so it may be necessary to prioritise these and limit the focus of the discussions to those considered most relevant.
 - ✓ Agree what is meant by 'important'. This can be interpreted in different ways, for example it can mean the nature and/or quality of the relationship (based on achievements, transparency, or other criteria), the potential for influence (either positive or negative), the amount of funds received from them, or other criteria.
 - ✓ Decide if the exercise should also consider the quality of relationships. This will require some agreement on the notion and criteria of 'quality' (which, for example, could include ease of communication, transparency, achievements). A scale should be agreed, for example 1 to 4 with 1 = 'poor – significant improvement required', 2 = 'fair – improvement required', 3 = 'good – some improvement required', 4 = 'excellent – almost no improvement required'.
- On the basis of the discussion around scope, identify the different 15 organisations (or institutions) that relate to the central focus organisation, partnership or programme.
- To draw the map, first represent the central focus organisation or programme in the middle. Each of the other organisations is represented by a circle. Use or draw circles of different sizes to represent them – the size of the circle represents its 'importance' to the focus organisation/programme, so the bigger the circle the more important the organisation. It may be easiest to limit this to 3 or so sized circles representing different levels of importance, for example 'less important', 'important', 'very important'.

- The more interaction there is between the different entities, the closer they are placed to each other. Overlapping circles represent organisations and/or groups with shared functions and a small circle within a larger circle represents a unit within a larger organisation/group.
- Connecting lines can be drawn between the circles to represent the quality of the relationship. There may be organisations which are important for strategic or political reasons with which the relationship is poor or difficult. One connecting line means a score of 1, two connecting lines means a score of 2, and so on.
- Discuss the map/s. This should focus on the relationships between different organisations, and the quality and frequency of linkages between them. If facilitated well, this discussion can provide insights into the dynamics and decision making processes and influences between organisations. It can also highlight different perceptions of roles, responsibilities and linkages, and can identify areas of improvement needed in organisational relationships.
- If done separately by each partner organisation, the two maps can be compared and differences discussed. If repeated at a later date, the exercise can highlight the appearance or disappearance of linkages and positive or negative changes in relationships.

Sample map



b) Institutional matrix - ranking exerciseAdapted from: Pridham, C (2008) *M&E Guide*, IFAD

An optional ranking exercise can be done on its own or as a follow up to the institutional linkage map. It is slightly different to the mapping exercise as it looks less at the linkages between organisations in a given location, and more at the nature and health of relationships that one organisation has.

Who?

- This tool is designed to be carried out by staff within one organisation and not together with a partner. However, it could be of use to compare the matrix that each organisation has produced.

Why?

- To help an organisation gain a sense of the remit and health of its organisational relationships.
- To rank relationships and compare a past ranking with the current ranking, or the current ranking with a desired future ranking.
- To prompt a discussion around organisational relationships, how effective they are and why, and priority areas or issues for improvement.

How?

- Identify all organisations (or institutions, groups, programmes or projects) with which the focus organisation has had a significant relationship, now and in the past.
- Rank these relationships in order of importance, according to the placing on the map above (or on other agreed criteria). Write these organisations along the vertical axis of a matrix, in rank order, or write onto cards and then place, so that positions can be shifted as the discussion progresses.
- Categorise the organisations. A suggested categorisation is government (which can be broken down further, for example ministry, department, agency), private sector (which can be broken down further, for example international, national, local) and civil society organisation, which should be broken down further. Suggested categories of civil society organisations are donor, international NGO, national NGO, CBO. It would also be useful to have subcategories, of humanitarian /development and conservation. Once agreed, write these categories along the top horizontal axis of the matrix (see example matrix below).
- Fill out the matrix by placing an X in the middle of each box that matches the organisation to its ranking and category.
- Decide on a scoring system for the perceived quality of the relationship (the notion and criteria of quality may require some discussion, but could include ease of communication, transparency, achievements), for example from 1 to 4 with 1 = 'poor – significant improvement required', 2 = 'fair – improvement required', 3 = 'good – some improvement required', 4 = 'excellent – almost no improvement required'.
- Score each relationship as it was in the past or as it is currently (depending respectively on whether the exercise is comparing the past to the current, or the current to the desired future). Write the score to the left of the relevant X in the matrix.
- Then score each relationship as it is currently, or its desired future quality (depending respectively on whether the exercise is comparing the past to the current, or the current to the desired future). Write the score to the right of the relevant X in the matrix.
- Discuss the matrix, and agree which organisational relationships should be prioritised, in which areas, and how, and whether any additional organisations should be targeted (for example if a cross section of different types of organisations is not represented but is desirable).

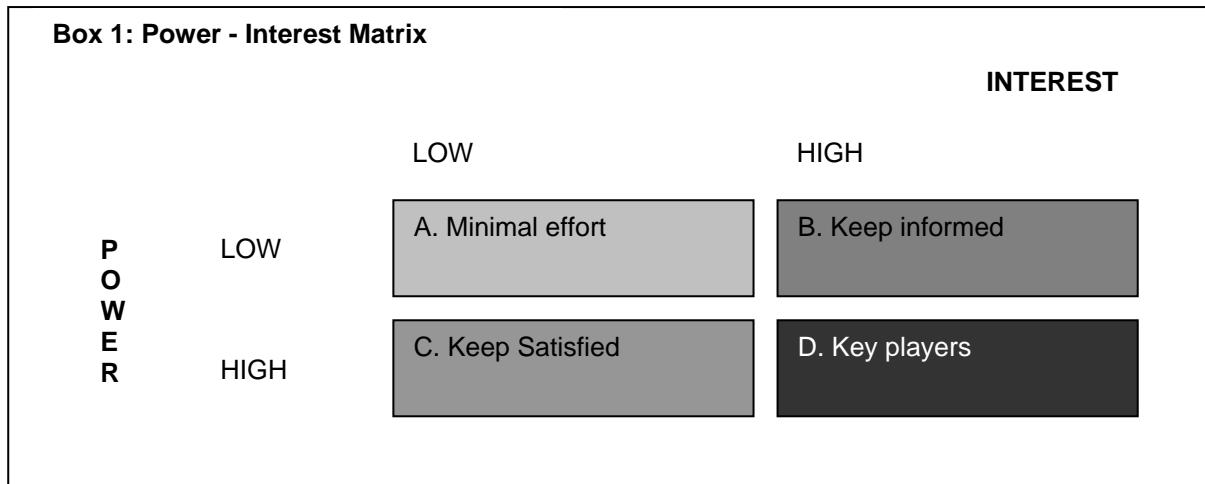
Example of institutional matrix

Organisations	Government	Private sector	Donor	Intl NGO development	Intl NGO conservation	Local NGO development	Local NGO conservation	CBO
1	3 x 5							
2					3 x 2			
3								3 x 4
4			3 x 3					
5						2 x 3		
Etc...								

c) The Power - Interest Matrix

Adapted from: Thorlby, T and Hutchinson, J (undated) *Working in Partnership: A sourcebook*, New Opportunities Fund; and Gardner et al. (1986) *Handbook of Strategic Planning*.

The Power-Interest Matrix below can assist with ‘positioning’ organisations. It can be used to help classify stakeholders in relation to the power they hold and the extent to which they are likely to show interest in the strategies of the partnership venture. It can help decide whether their role is one of key decision makers, consultees or informed parties.



Key:

A	Stakeholders in group A are not partners and require only minimal effort and monitoring.
B	Stakeholders in group B should be kept informed. They can be important to influence the more powerful stakeholders.
C	Stakeholders in group C are powerful, but their level of interest in the strategies of the partnership is low. They are generally relatively passive, but may suddenly emerge as a result of certain events- moving to group D on that issue. They should be kept satisfied and can be treated as consultees.
D	The stakeholders in group D are both powerful and highly interested in the strategies of the partnership. The acceptability of the strategies to these key players should be an important consideration in the evaluation of new strategies.

Tool 3: Partner Assessment Form

Adapted from Tennyson, R (2003) *The Partnering Toolbook* International Business Leaders Forum

Who?

- An organisation should use this tool individually, before the formal initiation of a partnership.
- The prospective partner could be asked for the information if appropriate.

Why?

- This checklist is a starting point to prompt thoughts when exploring a relationship to ensure a good fit with the goals and needs of a partnership.
- It doesn't aim to provide definitive screening, but to raise key questions to provide the basis for frank discussions which can enable the advancement of a partnership.

How?

- Complete the checklist below based on what you know about the prospective partner.
- Use the checklist to identify areas where you need more information.
- Follow up on any further actions that are needed to ensure you have sufficient information to make an informed decision about whether to pursue a partnership.

DOES THE PROSPECTIVE PARTNER ORGANISATION HAVE...	CURRENT STATUS <i>A review of what you know so far, reliability of your sources of information, whether you have enough information on which to make a decision</i>	FURTHER ACTIONS <i>A note of further information required, remaining concerns, timetable and criteria for making a decision about suitability</i>
1. A good track record?		
2. Reasonable standing/respect within their own sector?		
3. Reasonable standing/respect from other sectors and key players?		
4. Wide ranging and useful contacts they are willing to share?		
5. Access to relevant information/resources/experience?		
6. Skills and knowledge that complement those of your organisation and/or other partners?		
7. Sound management and governance structures?		
8. A record of financial sustainability and reliability?		
9. A stable staff group?		
10. Resilience when things get tough?		
11. Staff who are experienced and reliable in the development of projects?		
12. Staff who are successful at mobilising and managing resources?		
13. Staff who are good communicators and team players?		

Tool 4: Benefits and Costs of PartnershipAdapted from: *Working in Partnership: A sourcebook*, New Opportunities Fund¹⁹*Who?*

- An organisation should use this tool individually, before the formal initiation of a partnership.

Why?

- The checklists will help you consider whether a partnership is appropriate in this case.

How?

- Before getting involved in a new working relationship with another institution, complete the checklists.
- The lists are not exhaustive; add benefits and costs/risks appropriate to your own circumstances.
- Discuss the issues that you find significant with your potential partners.

Benefits	Not significant	Somewhat significant	Very significant
Securing additional resources for your organisation or project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing organisational skills and capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expanding the scale of your organisations capacity to deliver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving on the ground action and impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creation of new ideas through collaborative thinking and doing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making strategies more appropriate to local communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Costs/Risks	Not significant	Somewhat significant	Very significant
Time and resource spent arranging meeting and decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time and resource spent in consultation processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time and resource investment in partnership activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk loss of autonomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk of failure of partners to deliver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reputational risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk of conflicts of interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹⁹ www.biglotteryfund.org.uk/er_eval_working_in_partnership_sourcebook_uk.pdf

Tool 5: Risk Assessment Tool

Who?

- This tool can be used as a joint exercise between partners, or individually, as appropriate.

Why?

- Relationships have inherent risks, but this can be positive if they are understood and managed.
- Completing a risk matrix can help in identifying and prioritising risk and in considering measures to reduce risk.

How?

- Risk Management has six steps²⁰:

1. Identify the risks
2. Assess the likelihood of their occurrence
3. Assess their impact if they did occur
4. Reduce their likelihood of occurrence
5. Reduce their impact if they do occur
6. Fully share the process and the results

- In the matrix below a few ideas are included, but it is helpful to think about risks specifically relevant to your partnership context.
- The list does not need to be particularly detailed, but should focus on things that could be unacceptable if ignored.

Risk	Likelihood (low, medium, high)	Impact (low, medium, high)	Steps taken to reduce risk
Failure to secure all funding required			
Loss of reputation			
Loss of autonomy			
Conflicts of interest			
Partnership is a drain on resources			
Programme implementation challenges			
Lack of acceptance from local stakeholders			
List other risks.....			

²⁰ Bibby, C.J. and Alder, C. (eds) 2003, The Conservation Project Manual, BP Conservation Programme

Tool 6: Partnership Visioning & Creating a Mission Statement

Who?

- The partners, together.

Why?

- Each organisation in the partnership might have different overall goals, but it is important that they share some common or complementary aims, and are open about any vested interests and priorities.
- The process of 'visioning' helps partners to see what they are working towards, providing clarity and focus to the partnership direction.
- It also enables team building within the partnership through together working to reach consensus on this vision.

How?

- The box below provides some key questions to consider when defining the vision of a partnership:

- What issue(s) brought you together as a partnership and what is the ideal vision for the future with respect to it/them?
- What values and principles will the partnership need to develop and uphold to make our vision a reality?
- What rules and regulations (internal and external) influence the partnership's work?
- What influence do other stakeholders have on the work the partnership engages in?
- Given all this, what is it possible and not possible for the partnership to do?

- Once this thinking has been done by the partnership, it can be used to formulate a mission statement. A mission statement is a precise statement of purpose. Words should be chosen for their clarity of meaning rather than for beauty or cleverness. The best mission statements are plain speech with no technical jargon.

Suggested criteria for an effective mission statement are that it²¹:

- Is short and sharply focused
- Is clear and easily understood
- Defines why we do what we do; why the partnership exists
- Does not prescribe means
- Is sufficiently broad
- Provides direction for doing the right things
- Addresses our opportunities
- Matches our competence
- Inspires our commitment
- Says what we want to be remembered for

A workshop session can be held with key partnership representatives to formulate mission statement. This can be held in various ways:

- Brainstorming where any thought or idea is welcome.
- Each group member finishes the sentence, "The mission should be. . ."
- Small teams "compete" in a very short time span to draft and nominate the "best" new mission statement.
- Go around the group two or three times asking for the *one* word that *must* be in the mission statement.
- Each person quickly draws a picture of the mission, then "shows and tells."
- Post and review all ideas and suggestions on a wall/board. Draw a circle around the words or phrases that appear most often.
- Discuss key ideas or themes that *must be* captured in the mission statement; and those that must *not be* part of the mission statement. From these initial ideas you can develop your mission statement together. The draft should be tested with others within the partner organisations and externally with key stakeholders.

²¹ Peter F. Drucker Foundation for Non-Profit Management

Tool 7: Resource Mapping Tool

Adapted from Tennyson, R (2003) *The Partnering Toolbook* International Business Leaders Forum

Who?

- All key partner representatives

Why?

- Before formalising a partnership, it is essential for partners to consider the resources needed for the programme of work.
- Often funding is the main area considered here, but other non-cash resource requirements include technical expertise, labour, equipment, buildings and supplies.

How?

- A workshop or meeting dedicated to identifying the resources each partner can contribute can be very valuable. It leads partners to make tangible commitments that will enable the partnership to move forward faster and more efficiently.
- Ask each person in the room to write on a card what resource contribution they can offer. Cards can be colour coded to record which partner has offered each resource.
- Stick the cards on a wall, cluster them under headings and review them, adding more as further ideas occur.
- Doing this exercise together can raise some spirit of gentle competition, so you may discover more is offered than expected!
- The process can also serve as a way to build teamwork, understanding and respect between partners.
- Outcomes can be recorded on a table, as below:

Resource List	Comments (scale, details)	Name of partner to provide
People: For example, specialist staff, volunteers, interns, administrative support.		
Expertise: For example, technical experts, project development, training/capacity building, management, marketing, facilitation, local knowledge, legal, analysis.		
Information: For example, electronic communications systems, networks, published materials.		
Physical: For example, equipment, furniture, IT, food, office, storage.		
Relationships: For example, with donors, policy makers, suppliers, community groups, organisations, media, general public		
Other: For example, transport, accommodation for workshops, events		

Tool 8: Template Partner Agreement / Memorandum of Understanding

Who?

- Representatives of each member of the partnership

Why?

- Partnerships are more effective when roles are clear and all are working from a common agenda.
- Often, organisations will only develop an agreement when funding is involved, but formalising agreements that do not involve transfer of funds is also important as it documents and formally agrees the objective of the engagement and the roles and responsibilities of the different organisations.
- These tangible commitments to collaboration are usually recorded in some form of Partner Agreement or Memorandum of Understanding (MoU).
- The difference between an agreement and a contract is that an agreement is usually not legally binding, is developed between the parties as equals, is readily renegotiable, and is entered into voluntarily.

How?

- Once the terms of the partnership have been agreed, one member should complete the template below and circulate to all for agreement and further discussion if needed.
- Each partner should hold a copy of the agreement, signed by all partners.
- The agreement should be reviewed towards the end of its term.

Sample Template Agreement:

(Adapted from: Tennyson, R (2003) *The Partnering Toolbook* International Business Leaders Forum; and Fauna & Flora International's own partnership MoUs)

To take effect from the [date], upon signature of each party.

1.0 Partner Organisations

- 1.1 Partner A (contact details, contact person, brief description of partner)
- 1.2 Partner B (contact details, contact person, brief description of partner)
- 1.3 Partner C (contact details, contact person, brief description of partner)

2.0 Statement of Intent

- 2.1 We, the undersigned, acknowledge a common commitment to.....(objective/ mission statement and key performance indicators).
- 2.2 By working together as partners, we see the added value each of us can bring to fulfil this commitment / address this concern.
- 2.3 Scope and Activities.
- 2.4 Specifically we expect each partner to contribute to the partnership mission in the following ways:
Partner A
Partner B
Partner C
All partners
- 2.5 Term: This Agreement will begin as of the *Effective Date* and continue for a period of [number of years the partnership is planned for] unless terminated earlier.

3.0 Structures and Procedures

- 3.1 Partner roles and responsibilities
- 3.2 Co-ordination and administration
- 3.3 Working groups/ Committees/ Advisory Groups
- 3.4 Decision-making processes
- 3.5 Accountability arrangements

4.0 Planning and implementation

- 4.1 The partners will jointly design and develop strategic, and work plans for joint activities, outlining specific objectives, activities, duration, evaluation procedures, estimated budget and contributions to be made by each partner as well as by any other parties.

5.0 Resources

- 5.1 Financial arrangements (budget and payment of financial contribution)
- 5.2 Non cash contributions

6.0 Intellectual Property, Copyright and Confidentiality

- 6.1 If a party makes available any of its Intellectual Property for use in the Partnership:
 - a) the Intellectual Property will remain the exclusive property of the party making it available;
 - b) the other party must not use the Intellectual Property for any purpose other than the purposes referred to in this Agreement; and
 - c) if this Agreement is terminated each party must cease using the other party's Intellectual Property and return the Intellectual Property and any records of it to the party owning it, unless otherwise agreed in writing by both parties.
- 6.2 Regarding Trade Marks, each party undertakes:
 - a) except as contemplated by this Agreement, not to use any Trade Mark of the other party in combination with any other trade mark or business or company name without the prior written consent of the other party; and
 - b) to observe the instructions, requirements, directions and specifications about the use and manner of using the Trade Marks which the owner may give from time to time.
- 6.3 Materials resulting from joint activities shall be published by mutual agreement with acknowledgement of partners appropriate to their role.
- 6.4 All title rights, copyright and all other rights of whatsoever nature in any material produced under this agreement shall be vested jointly in the parties except where such material has originated solely from one or other of the partners, in which case the rights shall be vested in that partner originating the material.
- 6.5 The parties will respect the confidentiality of all information concerning the other which is obtained or received as a result of the activities and operations conducted under this agreement, and will use such information solely in the pursuit of the objectives of this agreement.
- 6.6 No party will make any press announcement or public statement concerning the relationship or this Agreement or its expiration or termination, without the prior written approval of the other party (such approval not to be unreasonably withheld or delayed).
- 6.7 The Parties will not endorse each others' work in areas beyond the work covered in the programme, unless otherwise agreed by the Parties.

7.0 Audits / Reviews / Revisions / Termination

- 7.1 We agree to make available all information relevant to this partnership to partners as necessary
- 7.2 We agree to review the partnership every months
- 7.3 An independent audit of the financial arrangements of the partnership will be undertaken (state when).
- 7.4 We agree to make adjustments to the partnership (including amending this agreement) should either a review or audit indicated that this is necessary for the partnership to achieve its objectives.
- 7.5 Any dispute between the parties regarding the interpretation or implementation of this agreement shall be settled amicably by consultation or negotiation within the spirit of collaboration.
- 7.6 This agreement does not bind the parties or their staff to any financial or other liability without further formal documentation.
- 7.7 This agreement may be amended or terminated with 6 months notice by means of comment written consent by all parties.
- 7.8 On the termination of this Agreement each party must:
 - a) continue to keep confidential all Confidential Information of the other party and the partnership; and
 - b) at each owner's option, return to that owner or destroy and certify the destruction of that owner's Confidential Information
- 7.9 This agreement is non exclusive and shall not restrict the activities of the parties.

Signed

THE WITNESS WHEREOF, the Parties here to have, cause this agreement to be signed in their respective names of the day and years first above written:

On behalf of: Partner A

Signed:

Name:

Date:

On behalf of: Partner B

Signed:

Name:

Date:

On behalf of: Partner C

Signed:

Name:

Date:

Tool 9: Partnership SWOT

Adapted from: Pridham, C (2008) *M&E Guide*, IFAD, and *Institutional Fundraising for Conservation Projects*, BirdLife International.

A Strengths Weaknesses Opportunities Threats (SWOT) analysis can be a useful exercise to help evaluate your partnership and provide an overview of what environment the partnership is working in and should help get agreement on difficult issues amongst those involved, because it provides a focus for open discussions. Strengths and weaknesses usually relate to internal factors, whilst opportunities and threats relate to external factors. Often people do not want to admit weaknesses or recognise potential threats, but refusing to deal with these may undermine the long term success for the partnership.

Who?

- Partner organisations together as a joint exercise.

Why?

- To assess the status of the partnership through identifying the strengths, weaknesses, opportunities and threats in relation to a partnership.
- To identify action required to improve a partnership.
- If repeated, can be used to review the partnership.

How?

- Clarify the focus of the SWOT (the partnership, or a specific aspect of the partnership).
- Clarify what is meant by strengths, weaknesses, opportunities and threats (*see below).
- Discuss/brainstorm as many factors as possible for each heading. This brainstorm can be done as one group, or can be done separately by each organisation and then compared to highlight any differences in perceptions.
- Record these factors in a grid. It may be difficult to categorise the factors, for example something may be considered a strength or a weakness depending on individual perspective. The important thing will be to agree whether, and/or how to act on or address the factor.
- Based on the SWOT, discuss and record actions needed – to build on and utilise the strengths, to address the weaknesses, to reduce or mitigate the threats, to respond to any opportunities.
- Agree who should take forward these actions, or agree a forum for more detailed discussion of these.

Strengths: These are usually internal; the things that are working well in the partnership.

Weaknesses: These are usually internal; the things that are not working so well.

Opportunities: These are usually external; forthcoming opportunities- events, issues or activities that the partnership could use.

Threats: These are usually external, the things that constrain or threaten the partnership and its ability to act on opportunities.

SWOT grid

Strengths

What is the partnership particularly good at?
What makes the partnership special?

Weaknesses

What could be improved upon?
What stops the partnership performing at its best?
What necessary skills are missing that you might need for delivering the partnership objectives?

Opportunities

Are there some existing suitable gaps the partnership could step into?
Where do you see the best forthcoming opportunities for the partnership?
What is changing in the outside world that might create new opportunities for the partnership in the near future?

Threats

What obstacles does the partnership face?
What are others doing that might create problems for the partnership?
What high risk things are you doing that might make you vulnerable to external impacts?

List of Actions:

How will you build on the strengths? Address the weaknesses? Use the opportunities? Confront any threats?

Tool 10: Partnership Timeline

Adapted from: Pridham, C (2008) *M&E Guide*, IFAD

Who?

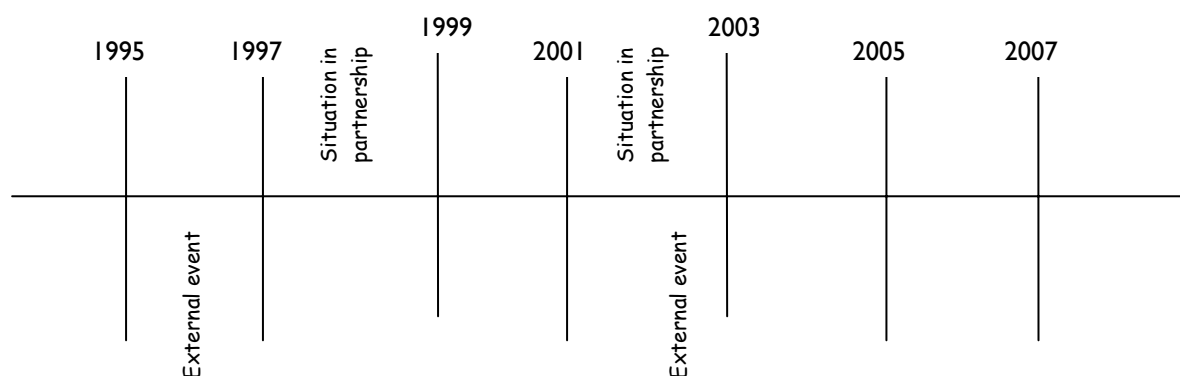
- Partner organisations together as a joint exercise.

Why?

- To review the partnership over time and gain a historical understanding of the current partnership and changes that have occurred.
- To gain a greater or shared understanding of the context or specific aspects of the context in which a partnership operates.
- To try and identify whether and how the partnership has been influenced by the context.
- Could also help to assess if certain events or outcomes can be attributed to the partnership.

How?

- Clarify the focus of discussion (i.e. the partnership) and agree the timescale to be considered. This will depend on the length of the partnership and the context in which it is working, for example, it could be annually over 10 years, or at 2 year intervals over 20 years etc. These timings will form the basis of the structure of the timeline.
- Mark significant events or changes in the partnership (or in the individual organisations that make up the partnership), along the timeline.
- In doing so, refer to the factors arising from the Partnership Context Analysis (Tool 1) and the influence of actors identified in the Institutional Linkage Map (Tool 2). Plot any significant factors on the bottom side of the timeline (or on a second timeline if the partnership timeline will be too full and messy).
- In plotting the development of the partnership along the timeline, consider the following:
 - When the partnership was established.
 - How it began – who initiated the relationship and why.
 - Any specific drivers for the partnership. Drivers create the conditions for the partnership to occur. They are part of the broader context for the partnership, for example the decline in a particular species or habitat.
 - Any specific triggers for the partnership. Triggers are the specific conditions that stimulated the individuals and organisations together to address an issue or set of issues, for example a new funding opportunity.
 - How the partnership has changed, and why.
 - Any significant events, changes, achievements or challenges in the history of the partnership.
 - Whether the partnership is time-bound or open-ended, and how it was foreseen at the beginning.
 - The partnership lifecycle (see box overleaf). Are any of these stages recognisable? If so, plot them on the timeline (including the present stage of the partnership).
- Analyse the timeline, and in particular look for any trends or links or possible causal relationships between the external context and the partnership.



The Partnership Lifecycle (Adapted from The Partnering Toolkit)

Partnerships tend to go through a series of distinct but overlapping stages. Each partnership is different and not all will follow a linear path, but each stage is important and can help the partnership achieve its aims. In summary, the stages are:

Scoping and building: identifying a common cause or shared interests, identifying partners, securing their involvement, agreeing aims, objectives and principles for the partnership, planning a project or programme, and activities, agreeing roles and responsibilities...

Managing and maintaining: establish and develop partnership structures, mobilise resources, implement activities, monitor the partnership...

Reviewing and revising: review the partnership and its impact, consider new partners joining and others leaving, revise the partnership, revise the partnerships project or programme...

Sustaining or terminating: institutionalise the partnership through structures and mechanisms, building sustainability, or agreeing an appropriate conclusion...

If no context analysis has been carried out...

...a timeline of the partnership can be developed alongside a brief context analysis. This can be plotted along a line, as above, or in the form of a matrix.

How?

- Clarify the focus of discussion (i.e. the partnership) and agree the timescale to be considered. This will depend on the length of the partnership and the context in which it is working, for example, it could be annually over 10 years, or at 2 year intervals over 20 years etc. Plot these dates along a timeline, or use as column headings in a matrix (see example below).
- Agree categories of external factors. These could be political, economic, social, technological, legal, environmental and religious. (PESTLER can also be used to structure a more detailed context analysis - see Partnership Context Analysis (Tool 1)).
- Ensure that there is consensus around what these categories mean.
- Plot significant events or changes in the partnership (or in the individual organisations that make up the partnership), along the top of the timeline.
- Plot significant events or changes in the context along the bottom of the timeline.
- If a matrix is preferred to a timeline, draw a matrix, with the agreed dates across the top and the categories of factors down the left side. Add an extra row beneath the factors for the partnership. Rows can also be added for the individual organisations within the partnership, as this might elicit additional analysis.
- Discuss and record events or changes and then plot them on the matrix according to when they occurred and what they involved or affected.
- Similarly, discuss and record events or changes within the partnership and then plot them on the matrix. In doing so, consider the issues outlined in the guidelines above.
- Analyse the timeline or the matrix, and in particular look for any trends or links or possible causal relationships between the external context and the partnership.

Example matrix

	1995	1997	1999	2001	2003	2005	2007
Political							
Economic							
Social							
Technological							
Legal							
Environmental							
Religious							
Partnership							
FFI							
Partner							

Tool 11: Partnership self-review

Adapted from: Self Evaluation Checklist in *Working in Partnership: A sourcebook*, New Opportunities Fund²², and *Digging Deeper-Finding Answers*, Smarter Partnerships²³

Who?

- The checklist should be worked through together by all parties in the partnership
- If done individually the assessments by both/all organisations are compared and discussed.

Why?

- This self review checklist can provide both an assessment (baseline) and review of a partnership.
- If carried out on an annual basis, could be used to monitor the partnership over time.
- The process is intended to be supportive rather than critical; it should encourage openness and self reflection, and identify successful ways of working as well as areas that require improvement.

How?

- Work through the checklist below.
- The process is structured around 3 dimensions of partnership working – the partnership process, the partnerships operational systems, and partnership value. The focus is on the actual partnership and how that works, rather than on the projects and programmes of the partnership, although there may be some overlap.
- The process of self review is intended to be supportive, rather than critical; it should encourage openness and self reflection, and identify successful ways of working as well as areas that require some improvement. Some of the assessments are qualitative and rely on judgement.
- Note that this checklist is based on a formalised model and approach to partnership. Not all partnerships will, or should, conform to this model. Therefore not all the statements will be applicable to all partnerships, or there may be important areas or criteria that you feel should be included.
- The checklist could be worked through by partners together or separately, depending on the circumstances and the partners. If done separately, it is important that the assessments by both organisations are compared and discussed between partners. It is also important that people who have the authority to influence change are involved so that they 'own' the process, are responsible for its findings, and can lead in addressing those areas that may require improvement. As far as possible, it should also involve people at other levels in the organisations (for example field staff) as people at different levels may have different experiences or perceptions of the partnership.

Organisations in the partnership:

Name and position of persons completing the self-review:

Date:

Criteria	Assessment and comment
(A) THE PARTNERSHIP PROCESS	VERY GOOD, GOOD, SATISFACTORY, POOR, N/A
1) Purpose The partnership has a clear purpose, expressed in writing and agreed. Key factors include: ○ There is a clear vision and mission (or aims and objectives)	Assessment: Comment:

²² www.biglotteryfund.org.uk/er_eval_working_in_partnership_sourcebook_uk.pdf

²³ www.lgpartnerships.com/pdfs/diggingdeeperdownload.pdf

<p>statement</p> <ul style="list-style-type: none"> o The activities of the partnership are clearly stated in an action plan/business plan o All partners understand and share the purpose of the partnership o Objectives are realistic and achievable <p><i>Please state the purpose of the partnership or attach any relevant information (such as a MoU or other form of agreement). Please briefly describe the process by which this was developed.</i></p>	
<p>2) Leadership</p> <p>The lead partner or a main decision-making body of the partnership provides clear leadership.</p> <p>Key factors include:</p> <ul style="list-style-type: none"> o There is senior commitment to the partnership from within the core partners o The partnership is not afraid to make difficult decisions o The Board (or main decision-making body) make the strategic decisions <p><i>Please give examples that demonstrate this is the case, if possible.</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>3) Roles and responsibilities</p> <p>Roles and responsibilities of each partner are clearly delineated.</p> <p>Key factors include:</p> <ul style="list-style-type: none"> o Each partner is clear of the function and duties it is being expected to perform o The roles and responsibilities of each partners is complementary <p><i>Please briefly describe the roles and responsibilities of each partner.</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>4) Communications</p> <p>The partnership communicates well internally and externally to all stakeholders.</p> <p>Key factors include:</p> <ul style="list-style-type: none"> o All partners are informed of key meetings and are given necessary papers in advance o Progress and issues are reported to the Board/main decision-making body regularly o All partners feel confident that they know what is going on in the partnership o Key events and milestones are publicised to the wider community o There are opportunities for 	<p>Assessment:</p> <p>Comment:</p>

<p>partners to air problems and issues and resolve conflicts</p> <ul style="list-style-type: none"> o Significant conflicts between partners are rare and settled quickly. <p><i>Please briefly describe the nature and frequency of meetings and other communications between the partners.</i></p>	
<p>5) Decision making</p> <p>The partnership makes well informed decisions without undue delays.</p> <p>Key factors include:</p> <ul style="list-style-type: none"> o Decision-making is open and transparent with decisions recorded in writing o Key decisions are well informed, based on research, monitoring data or other appropriate sources o Partners usually make decisions by consensus. o Decision making is not dominated by individual partners or people. <p><i>Please briefly describe the decision making process.</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>6) Participation</p> <p>All key stakeholders are involved in the partnership in an appropriate way, including the community.</p> <p>Key factors include:</p> <ul style="list-style-type: none"> o All key stakeholders are involved in the partnership, even if not in the core decision-making group, and have appropriate roles o Representatives of partners are of an appropriate seniority o Where possible or appropriate, the community are involved in the key decision-making, or there is a clear strategy to involve the community o The partnership operates a clear equal opportunities policy, including attention to the promotion of gender and racial equality <p><i>Please briefly describe who is involved in the partnership and how, including any plans to include those who are currently not involved, if appropriate.</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>7) Human resources</p> <p>The staff and decision-makers of the partnership have the necessary knowledge, skill and confidence to make decisions and undertake key tasks.</p>	<p>Assessment:</p> <p>Comment:</p>

<p>Key factors include:</p> <ul style="list-style-type: none"> ○ The needs of partners, including the community, for capacity building are assessed and addressed ○ New members and participants are clearly briefed and properly introduced to the partnership <p><i>Please briefly describe any needs assessment or capacity building strategy.</i></p>	
<p>8) Organisational cultures</p> <p>Partner organisations provide the necessary support, flexibility and assistance to enable their representatives to participate fully in the partnership.</p> <p>Key factors include:</p> <ul style="list-style-type: none"> ○ Partner organisations allow their representatives sufficient time and resources to fulfil their roles in the partnership ○ Decisions made by the representatives are supported by their organisations ○ Partner organisations are willing to make the necessary changes to enable the partnership to achieve its objectives <p><i>Please give examples that demonstrate this is the case, if possible.</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>9) Learning</p> <p>Partner organisations continuously seek improvements in activities and ways of working.</p> <p>Key factors include:</p> <ul style="list-style-type: none"> ○ Partners seek to learn from each other and from experience elsewhere. ○ Partners recognise and use strengths, skills and knowledge within the partnership. ○ Partners manage the changes needed to enable improvements to be made. <p><i>Please give examples that demonstrate this is the case, if possible.</i></p>	<p>Assessment:</p> <p>Comment:</p>

Criteria	Assessment and comment
(B) OPERATIONAL SYSTEMS	VERY GOOD, GOOD, SATISFACTORY, POOR, N/A
<p>1 Management arrangements Effective management arrangements are in place and operating Key factors include:</p> <ul style="list-style-type: none"> o Clear lines of accountability from the individual partners to the decision-making body of the partnership o A clearly identified manager with defined responsibilities <p><i>Please briefly describe the management structure of the partnership.</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>2 Financial control systems Effective financial control systems are in place and operating Key factors include:</p> <ul style="list-style-type: none"> o Expenditure is approved by the appropriate signatory o Clear audit trails for expenditure are being laid o Accounts are audited annually <p><i>Please briefly describe how the partnership manages finances.</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>3 Monitoring systems Effective monitoring systems are in place and operating Key factors include:</p> <ul style="list-style-type: none"> o Monitoring includes aspects of the partnership as well as the project. o Clear outputs and outcomes have been identified. o Monitoring is undertaken regularly and feeds back into decision-making o The requirements of all donors are being met <p><i>Please briefly describe how the partnership is monitored.</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>4 Review and/or Evaluation strategy A clear review or evaluation plan, for both the partnership and the partnership project(s), has been prepared and (will be) implemented <i>Please briefly describe any plans for reviewing or evaluating the partnership and the partnership project(s).</i></p>	<p>Assessment:</p> <p>Comment:</p>

Criteria	Assessment and comment
(C) ADDED VALUE OF THE PARTNERSHIP	VERY GOOD, GOOD, SATISFACTORY, POOR, N/A
<p>1) Greater impact</p> <p>There is evidence that working together in this partnership has resulted in greater impact (in terms of project aims and objectives) than by working alone or through other delivery mechanisms.</p> <p><i>Please give examples and evidence (if possible) of the difference the partnership has made.</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>2) Innovation</p> <p>By working together, partners have been able to develop new approaches that would not otherwise have arisen.</p> <p><i>Please give brief examples and evidence (if possible).</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>3) Efficiency</p> <p>By working together, resources are being used more efficiently, with a lower unit cost achieved if appropriate.</p> <p><i>Please give brief examples and evidence (if possible).</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>4) Stronger voice</p> <p>The area or issue being promoted by the partnership has a higher profile and is higher on the agenda than before the partnership began work.</p> <p><i>Please give brief examples and evidence (if possible).</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>5) Quality</p> <p>Partners have brought about an improvement in the quality of one or more projects or services they are delivering as a result of their close working and learning from each other.</p> <p><i>Please give brief examples and evidence (if possible).</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>6) Scale and coverage</p> <p>By working together the partners have been able to pool resources and services and increase the scale and/or geographical coverage of their work, resulting in complementarity and fewer gaps.</p> <p><i>Please give brief examples and evidence (if possible).</i></p>	<p>Assessment:</p> <p>Comment:</p>

<p>7) Influence</p> <p>There is evidence that working together in this partnership has encouraged partners to amend the way that they deliver their other programmes, if appropriate, to achieve their objectives more effectively.</p> <p><i>Please give brief examples and evidence (if possible).</i></p>	<p>Assessment:</p> <p>Comment:</p>
<p>8) More...</p> <p>Are there any other ways in which this partnership is adding value?</p>	<p>Comment:</p>

<p>Are there any additional comments or feedback you would like to make on either the partnership or any aspects of this self-review form?</p>
Empty space for additional comments