



Why create partnerships?

- Communities grow stronger with inclusion, so partnerships are a good way to enhance existing strengths and activities
- Partnerships are often a good response to funding and program requirements as they can be designed to use limited resources effectively

Why create partnerships?

- Partnerships tend to bring about holistic approaches to design & implementation issues as partners share the risks, rewards and solutions
- Often partnerships involve people and organizations who might otherwise not participate

What are the risks?

- People don't have the same values and interests, which makes agreement on goals difficult
- Conflict is common and we're not generally trained to deal with it
- The partners involved may have differing authority levels and speeds for approval

What are the risks?

- The merging of differing "institutional cultures" isn't easy
- Technology, although advanced, is seldom compatible between groups
- Partners aren't always chosen carefully, and it's difficult to "de-partner"

Partners are reluctant to join when

- they are too busy
- there is not enough in it for them
- they do not trust the motivation of all the members
- they have been directed or sent into the partnership without support or voice
- they feel they don't have the skills or resources to do a good job
- they are not sure that the benefits outweigh the risks

Partners join and stay in when

- they understand and support the cause or purposes of the partnership
- there is something in it for them or they can see how they can help
- they trust the motivation of the members
- they understand why they have been sent to the partnership and how it will be supported by their organization
- they feel competent and able to do what is needed
- they have the time, interest and desire to

Are you ready to partner?

- Does your organization's mandate fit with the proposed partnership?
- Are the organization's values compatible with the work that will be undertaken?
- What resources (e.g. time, money, materials, space, equipment) from the organization might be available for the partnership?
- Is there someone who can represent the organization in a responsible way, and can that person be spared at this time? How will the organization support their representative in the partnership?

Are you ready to partner?

- How will the partnership benefit the organization? How will the organization benefit the partnership?
- How much time will it take and how will that time connect to the other activities of the organization?
- Is there any reason why the organization would not wish to be involved?

Is partnering a good idea?

- What is the need for the partnership? How do you know it is needed?
- Who are the individuals, groups or organizations that might be interested and appropriate to have involved?
- Are there some organizations that don't seem like obvious partners that should also be considered?

Is partnering a good idea?

- How do you know there is support for this partnership from your institution, other organizations and the people who will most benefit from it?
- What form might this support take?
- Is the political climate favorable for this venture?

Is partnering a good idea?

- Where are the resources coming from to operate the partnership and anything that might result from it?
- What are the implications to others (if there are any) doing similar things in the partner organizations?
- What is the best that will happen if all goes well?

10 steps to effective partnering

- **VISION**
 - A common picture for the future
- **GOALS**
 - The desired outcomes
- **MEMBERSHIP**
 - Those who are involved
- **COMMITMENT**
 - Agreement to work together
- **ACTION PLAN**
 - The steps required to reach goals

10 steps to effective partnering

- ROLES AND RESPONSIBILITIES
 - Who will do what
- COMMUNICATION
 - How information will be shared
- RESOURCES
 - What is needed and what is available
- EVALUATION
 - Knowing when you are successful
- REVISION AND CLOSURE
 - How to adjust and move on

Skills needed to pull it off

- strategic
- financial
- human resource
- operational planning
- group facilitation
- collective decision making
- conflict resolution
- anticipation of issues and opportunities
- building support, energy and motivation

Planning to-do list

- Create a vision
- Define our goals
- Establish membership
- Design an agreement and get commitment
- Develop an action plan
- Establish roles and responsibilities
- Create group norms or ground rules

Planning to-do list continued

- Design a communication strategy
- Establish information and reporting systems
- Develop resource plans
 - Assessment (existing & required)
 - People (acquiring & training)
 - Financial (money to operate)
 - Physical (space & supplies)
- Set financial accounting procedures
- Establish evaluation and revision mechanisms
- Discuss closure of the partnership