

# PARTNERSHIPS

## Resource List 1 - Create & communicate a shared vision

### General Overview

- Frank, F & Smith A. (1997). *Human Resources Development Canada: The Partnership Handbook* (Canada). [Accessed 5/01/2010]. Available: <http://www.servicecanada.gc.ca/eng/epb/sid/cia/partnership/handbook.doc>

Handbook providing an overview of the partnership development process with supporting assessments and checklists. Section 1 includes definitions of partnership and discussion on the pros and cons of partnership. Section 2 - Forming Partnerships, addresses subjects such as goal setting, creating a vision and communications.

- University of Kansas. (2010). *The Community Toolbox*. [Accessed 28/08/2009]. Available: <http://ctb.ku.edu/en/tablecontents/>

This site provides a wide range of information and toolkits in community-building skills, many of which can be applied to the various stages of partnership development. Chapter 6 - Promoting Interest in Community Issues has a section on developing a communication plan. Chapter 14 - Core Functions in Leadership has a section on developing and communicating a vision. Chapter 24 – Improving Services, has a section on ‘Promoting Coordination, Cooperative Agreements, and Collaborative Agreements Among Agencies’, which discusses strategies of coordination.

### Brokering a partnership

- Tennyson, R. (2005). *The Brokering Guidebook: Navigating effective sustainable development partnerships*. International Business Leaders Forum London. [Accessed 10/01/2010]. Available: <http://www.ThePartneringInitiative.org>

This publication is a guide on how to broker partnerships. It clarifies the role of the broker in multi-sector partnerships, working for sustainable development. Chapter 1 – ‘What is a Partnership Broker?’, defines the role and purpose of the broker, as well as highlighting the difference between internal and external brokers. Chapter 2 – ‘Establishing the Broker’s Role’ will help you decide whether you want to appoint an internal or external broker and assist you in that process. Chapter 3 – ‘Brokering Skills’ - looks at the key skills required by a broker. Chapter 4 – ‘Brokers in Action’, looks at the early stages of scoping and building a partnership.

- Warner, M & Tennyson, R. *Café Conversations: A compendium of essays on the practice and theory of brokering multi-sector partnerships for sustainable development*, Partnership Brokers Accreditation Scheme. [Accessed 10/01/2010]. Available: <http://www.odi.org.uk/resources/download/2643.pdf>

This compendium presents personalised essays on experiences in multi-sector partnerships for sustainable development. The perspective taken is that of a facilitator or partnership broker (both external and internal). Across articles a variety of coaching tools, approaches, learnt challenges and advice are conveyed to the broker.

- Warner, M. (2003). *Partnership for Sustainable Development: Do We Need Partnership Brokers?* Overseas Development Institute, London. . [Accessed 10/12/2009]. Available: <http://www.odi.org.uk/resources/download/1423.pdf>

This publication discusses the value of engaging an external broker in a partnership project.

- IS Improvement Service. Scotland. [Accessed 19/09/2009]. Available: <http://www.improvementservice.org.uk/library/582-partnership-and-collaborative-working/647-partnership-how-to/view-category/>

A site aimed at assisting local public services in Scotland. A range of downloadable information sheets are available on many phases of partnership development with advice on working out whom to approach and planning issues. Documents include: 'Dealing with a lack of trust', 'Who the partners should be' and 'Leadership in partnerships'.

- Department of Planning and Community Development Victoria. *Working in Partnership. Practical advice for running effective partnerships.* <http://www.dpcd.vic.gov.au/Web14/dvc/dvcmain.nsf/HeadingPagesDisplay/Research+and+PublicationsPartnerships?opendocument>

This online guide offers advice on running partnerships with supporting links, tools and/or examples. The section on 'People' provides advice to the role of the Broker. The section on 'Purpose' addresses the need for a clear vision and setting objectives including a tool for developing a communication strategy.

- Tennyson, R (2005) *The Partnering Toolbook*. International Business Leaders Forum, London. [Accessed 20/08/2009]. Available: <http://www.ThePartneringInitiative.org>

This publication offers an accessible and concise overview of the key elements to developing and maintaining effective partnerships. It also provides a range of corresponding tools most supportive in guiding stakeholders through all phases of the partnering process. Chapter 2 discusses the importance of identifying suitable partners, and the Tools section provides a form to assess the suitability of potential partners and a communications checklist to assist with an initial communication strategy.

- Tennyson, R (2005) *The Partnering Initiative*. International Business Leaders Forum, London. [Accessed 29/01/2010]. Available: <http://www.who.int/management/partnerships/overall/Partnership%20tools-en.doc>

Supporting tools to the *Partnering Toolbook*. Tool1: Partner assessment form; Tool 2: Coherence assessment questionnaire; Tool 3: Sample partnering agreement; Tool 4: Partnering roles and skills questionnaire; Tool 5: Guidelines for partnering conversations; Tool 6: Partnership review template; Tool 7: Casestudy template; Tool 8: Communications checklist.

### Scoping the vision

- CIVICUS: World Alliance for Citizen Participation. Toolkits by Janet Shapiro. . [Accessed 08/09/2009]. Available: <http://www.civicus.org/toolkits/civicus-planning-toolkits>

This site provides a range of communications and planning toolkits for an organisation or project including toolkits for Strategic Planning, Action Planning and an Overview to Planning. The *Strategic Planning* toolkit provides information on defining the strategic framework including processes for defining a vision, mission and overall goals. The *Overview of Planning* toolkit discusses the different aspects involved in planning for an organisation or project.

- Gottlieb , H. (2007) *3 Statements That Can Change the World: Mission / Vision / Values*. Community Driven Institute. . [Accessed 21/01/2010]. Available: [http://www.help4nonprofits.com/NP\\_Bd\\_MissionVisionValues\\_Art.htm](http://www.help4nonprofits.com/NP_Bd_MissionVisionValues_Art.htm)
- National School Boards Association, *Creating a Vision*. . [Accessed 29/09/2009]. Available: <http://www.nsba.org/sbot/toolkit/cav.html>

This site provides an information page on creating a vision.

- Okubo, D. (2000). *The Community Visioning and Strategic Planning Handbook*. Community Services – Denver. National Civic League Press Colorado. [Accessed 24.01/2010]. Available: <http://ncl.org/publications/online/VSPHandbook.pdf>
- About.com: Human Resources. . [Accessed 28/10/2009]. Available: [http://humanresources.about.com/lr/strategic\\_planning/88198/3/](http://humanresources.about.com/lr/strategic_planning/88198/3/)

This site provides a wide range of articles on strategic planning including identifying a vision statement and values.

- McManus, S & Tennyson, R. (2008). *Talking the Walk: A Communication Manual for Partnership Practitioners*. [Accessed 12/21/2009]. Available: <http://thepartneringinitiative.org>

This publication focuses on the realities and challenges of communicating in partnership. Each chapter provides an insightful narrative accompanied with helpful examples and guidelines to successful communication strategies. Chapter 7 – Planning, Implement and Evaluation Communication addresses issues of early scoping and building the partnership. Chapter 8 – Tools for Communication includes one on communication options and another on monitoring and evaluation of communications.

### **Achieving your strategic interests**

- Compass Partnership - Management Consultants. [Accessed 06/01/2010]. Available: [http://www.compasspartnership.co.uk/knowledge/strategic\\_planning.php](http://www.compasspartnership.co.uk/knowledge/strategic_planning.php)

This site, aimed at assisting voluntary and nonprofit organisations provides a broad overview on management and governance issues including strategic planning.

- Paul Bullen Management Alternatives. [Accessed 08/09/2009]. Available: <http://www.mapl.com.au/governance/governance0.htm>

This site provides information and advice on management issues, including planning.

- McNamara, C. (1997:2008). *Strategic Planning (in nonprofit or for-profit organizations)*. Free Management Library. [Accessed 08/09/2009]. Available: [http://www.managementhelp.org/plan\\_dec/str\\_plan/str\\_plan.htm](http://www.managementhelp.org/plan_dec/str_plan/str_plan.htm)

This site provides an integrated online library on management issues including a guide to strategic planning.

### **Creating a project plan**

- Larson, E & R. (2004). 'How to Create a Clear Project Plan'. CIO Magazine, IDG Communications, [Accessed 10/09/2009]. Available: [http://www.cio.com.au/article/166486/how\\_create\\_clear\\_project\\_plan](http://www.cio.com.au/article/166486/how_create_clear_project_plan)

This business site provides a guide to creating a project plan.

- Microsoft Office Project. *The Project Map: your roadmap to project management*. [Accessed 13/09/2009]. Available: <http://office.microsoft.com/en-us/project/HA010745311033.aspx>

This site provides a guide to carrying out project management activities. It outlines the three phases of the project lifecycle: Build a plan, Track and manage a project, and Close a project.

## Seeking and assessing potential partners

- Centre for Addiction and Mental Health. *Culture Counts: a roadmap to health promotion*, [Accessed 25/08/2009]. Available: [http://www.camh.net/About\\_CAMH/Health\\_Promotion/Community\\_Health\\_Promotion/Best\\_Practice\\_MHYouth/Culture\\_Counts/index.html](http://www.camh.net/About_CAMH/Health_Promotion/Community_Health_Promotion/Best_Practice_MHYouth/Culture_Counts/index.html)

This Canadian mental health and addiction centre presents an on-line guide (also in pdf version) intended for organisations undertaking a health promotion initiative with ethno cultural communities. The information is broad and sections applicable to partnership development. Chapter 2 – ‘Work With Community Partners’ discusses ways to identify and find suitable partners.

- NCOSS & DoCS (2008). *NCOSS Formalising Partnerships Kit*. Authored Tim Childs Consulting. New South Wales Council of Social Service and Department of Community Services. [Accessed 10/01/2010]. Available: <http://www.ncoss.org.au/resources/080801-formalising-partnerships-resource-kit.pdf>

This resource kit provides information and guidance on formalising partnerships. Section 6 discusses the process of seeking and assessing potential partners and provides a supporting checklist.

- Social Compass. (2007) *Partnering with community organisations: a toolkit for small to medium sized businesses*. An Australian Government Initiative. [Accessed 05/01/2010]. Available: <http://www.socialcompass.com/index.cfm/Partneringtoolkit/>  
[http://www.socialcompass.com/docs/PartneringTools\(Final\).PDF](http://www.socialcompass.com/docs/PartneringTools(Final).PDF)

This publication provides a toolkit aimed at promoting community business partnerships. Sections can be applied more broadly to cross sector partnerships including information on finding suitable partners and getting to know them. Tool 2 is a ‘Finding the Right Partner’ checklist.

- Crane, K & Mooney, M. (2005). *Essential Tools: Community Resource Mapping*, National Center on Secondary Education and Transition, USA. [Accessed 08/09/2009]. Available: [http://www.ncset.org/publications/essentialtools/mapping/NCSET\\_EssentialTools\\_ResourceMapping.pdf](http://www.ncset.org/publications/essentialtools/mapping/NCSET_EssentialTools_ResourceMapping.pdf)

This community resource mapping guide offers information and strategies for stakeholders who are making efforts to create better aligned and coordinated community systems. Page 8 has a table to assist the identification of suitable partners

## Writing a concept paper

- Statistics Solutions Inc. *Concept paper*. [Accessed 20/12/2009]. Available: <http://www.statisticssolutions.com/home-page-text/dissertation-resources/research-concept-paper/>

This article discusses the purpose and main elements of writing a concept paper.

## Initial communication strategy

- Our Community – Building Stronger Communities through Stronger Community Organisations. [Accessed 05/09/2009]. Available: [http://www.ourcommunity.com.au/funding/funding\\_article.jsp?articleId=805](http://www.ourcommunity.com.au/funding/funding_article.jsp?articleId=805)

This site provides a broad range of information on Community Business Partnerships which can also be applied to cross-sector partnerships.

