

## **PARTNERSHIPS**

### **Resource List 6 – Governance**

#### **Governance and accountability**

- Rochlin S, Zadek S, Forstater M. (2008). *Governing Collaboration: Making Partnerships Accountable for Delivering Development*. Accountability. [Accessed 08/01/2010]. Available: <http://www.accountability21.net/default.aspx?id=2770>

This publication addresses the importance of accountability and governance for successful partnerships.

- 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 with associated links to websites and texts.

- Global Development Research Centre (GDRC). Urban Governance of Accessibility, Accountability, Transparency and Efficiency. [Accessed 20/08/2009]. Available: <http://www.gdrc.org/u-gov/index.html>

This independent nonprofit site provides a broad range of information to support community initiatives including issues of governance, mediation, risk and conflict.

- 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 governance.

- Hill, CWL & Jones, GR & Galvin, P. (2004). *Strategic Management: an integrated approach*. Wiley & Sons, Australia.

This textbook on strategic management reflects current thinking in the field and clearly presents a complete, and up to date account of strategic management practices. Part 4 discusses implementing strategies and issues of governance and business ethics.

- 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 3 discusses issues of governance and accountability, and Box 3 provides a supporting table on 'Formal vs Informal Structures' of governance.

- 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. Sections 7 on Establishing Partnerships addresses the importance of setting down the ground rules, objectives and responsibilities and provides a supporting checklist.

- Stern, R., Heaney, D & Britton, B. (2001). *The Partnership Toolbox*. World Wide Fund for Nature (WWF). Surrey, UK. [Accessed 28/ 01/2010]. Available: [http://assets.wwf.org.uk/downloads/wwf\\_partnershiptoolboxartweb.pdf](http://assets.wwf.org.uk/downloads/wwf_partnershiptoolboxartweb.pdf)

This publication offers a structured approach to developing partnerships with tools to assist in monitoring, evaluation and the development of shared objectives.

- Hardy, B & Hudson, B & Waddington E, (2003). *Assessing Strategic Partnership: The Partnership Assessment Tool*. Strategic Partnering Taskforce, Office of the Deputy Prime Minister, London. [Accessed 20/08/2009] <http://www.communities.gov.uk/documents/localgovernment/pdf/135112.pdf>

This publication presents a tool which assesses the effectiveness of working partnerships by graphically identifying problem areas. For those just setting up partnerships the tool provides a checklist of what to ensure and what to avoid. Sections can of the tool can be used as a checklist and applied to various partnership principles including: commitment and ownership, creating clear and robust partnership arrangements.

- 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. The Financial Control and Accountability toolkit provides an introduction for the non-financial manager or leader on controlling the finances.

- Blagescu, M & Young, J (2005) *Partnerships and Accountability: Current thinking and approaches among agencies supporting Civil Society Organisations*. Overseas Development Institute, London. . [Accessed 22/02/2010]. Available: <http://www.odi.org.uk/resources/download/137.pdf>
- 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 an invaluable guide on how to broker partnerships. It clarifies the role of the broker in multi-sector partnerships, working for sustainable development. Chapter 4 – ‘Brokers in Action’, addresses governance issues.

### **Dispute and conflict resolution**

- 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 3 – ‘Skills and Knowledge’ address issues of managing partnerships and conflict resolution.

- IS Improvement Service. Scotland. [Accessed 19/09/2009]. Available: <http://www.improvementservice.org.uk/library/582-partnership-and-collaborative-working/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. Some key ‘search’ words

include: 'governance and accountability', 'designing the appropriate structure', 'skills and responsibilities', 'moving on from a partnership', 'dealing with conflict', and 'team working'.

- Mohr, J & Spekman, R. (1994). Characteristics of Partnership Success: Partnership Attributes, Communication Behavior, and Conflict Resolution Techniques. *Strategic Management Journal*, Vol 15, No. 2 (Feb., 1994), pp. 135-152 John Wiley & Sons [Accessed 12/01/2010]. Available: <http://www.jstor.org/pss/2486868>

This journal article proposes the idea that partnership attributes, communication behaviour, and conflict resolution techniques are related to partnership success.

### Managing exits

- Halper, E. (2009). *Moving On: Effective Management for Partnership Transitions, Transformations and Exits*. International Business Leaders Forum. [Accessed 10/01/2010]. Available: <http://thepartneringinitiative.org/>

This publication focuses on the exit aspects of a partnership, a phase often unplanned or mishandled. It also looks at the indications of success that can be associated with exits, such as achieving goals and reaching conclusions.

- 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 and advice on Community Business Partnerships which can also be applied to cross-sector partnerships. Information on a range of issues associated with conflict and exiting partnerships can be found in Help Sheets Part 3 and 4

- 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)

A publication providing a toolkit aimed at promoting community business partnerships. Sections can be applied more broadly to cross-sector partnerships. Section 4 addresses issues relevant to exiting or renewing the partnership and Tool 7 provides a supporting checklist.

- Microsoft Office Project. *The Project Map: your roadmap to project management*. [Accessed 13/09/2009]. <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.

- 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 are applicable to partnership development. For advice on ending the partnership see Chapter 7 – Follow up: Bringing the partnership to an end.

## Record keeping

- Australian Government Taxation Office. *Record Keeping Essentials*. [Accessed 08/09/2009]. Available: <http://www.ato.gov.au/businesses/pathway.asp?pc=001/003/003>

This government site provides advice and guidance on record keeping.

- 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 and advice on Community Business Partnerships which can also be applied to cross-sector partnerships. Advice on record keeping in Help Sheets Part 2.

- 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 an invaluable guide on how to broker partnerships. It clarifies the role of the broker in multi-sector partnerships, working for sustainable development. Chapter 3 – ‘Brokering Skills’ - looks at the key skills required by a broker and provides guidelines and tips on facilitation and record keeping.