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The Leprosy Mission Trust India (TLMTI)

Partnership Training Manual

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The Leprosy Mission Trust India gratefully acknowledges the contribution of Janet Joe and Khilesh Chaturvedi in developing the Manual for training on Partnership for use by Core Resource Team Members and others.

Foreword

As a leading organization in leprosy arena, to prepare the organization to address the evolving challenges faced by the people affected by leprosy in 2010-2011, TLMTI went through a comprehensive process (country context analysis, stakeholder analysis, capacity need assessment) to come up with the country strategy 2011-2015.

The formulation of TLMTI Country Strategy brought in the awareness that there are systemic and staff capacity gaps within TLMTI to address the holistic needs of people affected by Leprosy. Therefore as a starting point, structural and systemic changes were taken up in the beginning of 2011. Thereafter the capacity building project for its staff has been undertaken.

The objective of the Capacity Building Project is to strengthen the capacity and knowledge of all TLMTI staff across all centers. The components selected are:

a) Advocacy  
b) Human Rights  
c) Gender  
d) Partnership  
e) Counseling  
f) Participatory Learning

The present manual on Partnership has been prepared to Train the Trainers at TLMTI who in turn will train other staff and help in taking Mission’s work forward. The Manual combines information on Concept of Partnership, Benefits and Importance of partnership and Partnership with communities. The manual is aimed at developing an understanding on Partnership. I am confident and hope that the manual will be useful for all TLMTI staff.

Best wishes,

Dr. PLN. Raju

Deputy Director- Organisational Effectiveness, TLMTI
Background to the manual

The ToT on Partnership is the fourth training in the ToT series. By this time, the trainees have had trainings on Human Rights, Advocacy and Gender and have also been provided with Knowledge necessary on the subject of Training and on developing skills and attributes of a trainer.

The purpose of this ToT manual on Partnership is to develop an understanding on the subject of Partnership. This should help in two ways. Firstly, if required, trainees should be able to conduct training on Partnership to the various stakeholders / their audience. Secondly, the trainees should be able to foster partnerships themselves in their work area so as to make the work of TLMTI more vibrant and more rights based.

The manual begins with the presentation of the training module. That is followed by session plans. The session plans on topics / sessions of Introductions, recap, evaluation etc. are not included as they have been dealt with at length in earlier trainings.

The reading material is given at the end of the manual.
Training module on Partnership

Background

In 2010-2011, TLMTI went through a comprehensive process (country context analysis, stakeholder analysis, capacity need assessment) to come up with the country strategy plan 2011 – 2015. The new country strategy plan is envisaged to be an effective and efficient road map to address the evolving needs of people affected by Leprosy in TLMTI’s current and future intervention areas. The formulation of TLMTI Country Strategy planning exercise also brought in the awareness that the systemic and capacity gaps within TLMTI that have to be addressed and the starting point is the capacity building of its staff on knowledge and skills in, inter alia, Partnership Development. This module is to build capacities of TLMTI Core Team Members (Master Trainers) on Partnership Development.

Expected results from the training

- The participants understand the concept and need of partnership and how to foster partnerships with other colleagues, communities and other NGOs/CSOs

- The participants will gain insights into the factors that contribute to success and failure of partnerships including their own behaviours

Schedule for the training

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Method</th>
<th>Expected result</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.30 – 10.00 am</td>
<td>Introduction, de-freezing and norm setting</td>
<td>De-freezing game and participatory discussion</td>
<td>Appropriate environment will have been created for the training</td>
</tr>
<tr>
<td>10.00 – 10.45 am</td>
<td>Expectations from the training and finalization of the agenda</td>
<td>Group discussion</td>
<td>Participants expectations will have been known and agenda will have been finalized</td>
</tr>
<tr>
<td>10.45 – 11.05 am</td>
<td>BREAK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.05 – 12.00 noon</td>
<td>Concept of partnership</td>
<td>Case study followed by discussion in plenary followed by presentation</td>
<td>Participants will have learn the concept of partnership</td>
</tr>
<tr>
<td>12.00 – 1.00 pm</td>
<td>Difference of partnership from similar concepts like vendor relations and participation</td>
<td>Case studies for analysis followed by discussion</td>
<td>Participants will have understood the difference of partnership from other similar ideas like participation</td>
</tr>
<tr>
<td>1.00 – 2.00</td>
<td>LUNCH</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 2.00 – 3.30 | Benefits and Experiential                   |                                             | Participants will internalize the
pm | Importance of partnership | exercise followed by discussion | benefits of partnerships
---|---|---|---
3.30 – 3.50 pm | BREAK | | 
3.50 – 5.00 pm | Essence of partnership / Features of successful partnership | Experiential exercise “Lost at Sea”. | Participants will understand the features of successful partnership

**Day 2**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Method</th>
<th>Expected result</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.30 – 10.00 am</td>
<td>Recap of day 1</td>
<td>Sharing by participants</td>
<td>The major learnings at the level of the participants will have been known and questions will have been answered</td>
</tr>
<tr>
<td>10.00 – 11.00 am</td>
<td>Personal attributes for establishing partnerships</td>
<td>Personality tool test followed by discussion</td>
<td>Participants will learn the attributes they need to have to strike partnerships</td>
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<tr>
<td>11.00 – 11.20 am</td>
<td>BREAK</td>
<td></td>
<td></td>
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<tr>
<td>11.20 – 1.00 pm</td>
<td>Process of partnership</td>
<td>Group discussion followed by presentation and discussion in plenary</td>
<td>Participants will learn skill for developing partnerships</td>
</tr>
<tr>
<td>1.00 – 2.00 pm</td>
<td>LUNCH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.00 – 3.00 pm</td>
<td>Developing Memorandum of Associations (MoUs), their importance</td>
<td>Group discussion followed by presentation</td>
<td>Participants will learn about the need for MoU and main aspects to be included in the MoU</td>
</tr>
<tr>
<td>3.00 – 3.20 pm</td>
<td>BREAK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.20 – 4.30 pm</td>
<td>Introductory meetings for proposing partnerships</td>
<td>Role play</td>
<td>Participants will receive feedback on the do's and don'ts in introductory meetings in establishing partnerships</td>
</tr>
<tr>
<td>4.30 – 5.00 pm</td>
<td>Evaluation of the training and the</td>
<td></td>
<td>Participants perspective on the training will have been known</td>
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<td>process so far</td>
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Session plans
Session 1 - Concept of partnership

Expected results by the end of the session

- Participants will have learn the concept of partnership

Method

- Case study

Steps for the session and time required

- Introduce the topic of the session (2 mins)
- Share the case study along with the Instructions (3 mins)
  - Which agencies out of those mentioned in the case study have good quality partnership and why?
  - Which agency has the worst partnership and why?
- Divide the participants into group and allow them to discuss (15 mins)
- Each group shares the answer to the questions (10 mins)
- Trainer processes the participants’ presentation and sums it up with own presentation (15 mins)

Total time required for the session

45 Minutes

Tips to the trainer

- Allow sufficient time for participants to discuss the case study
- Emphasize on the key points like “equality”, “mutual trust” as cornerstone of partnerships.
Session 2 - Difference of partnership from similar concepts like vendor relations and participation

Expected results by the end of the session

- Participants will have understood the difference of partnership from other similar ideas like participation

Method

- Case study

Steps for the session and time required

- Refer to the case studies again and provide them the questions for discussion (5 mins)
  
  o What would you call the relationship of Rapid Action and the agencies associated with it?
  
  o What would you call the relationship of the International organizations highlighted in the case study? Partnership or something else?

- Divide the participants into group and allow them to discuss (15 mins)

- Each group shares the answer to the questions (10 mins)

- Trainer processes the participants' presentation and sums it up with own presentation (15 mins)

Total time required for the session

45 Minutes
Session 3 - Benefits and Importance of partnership

Expected results by the end of the session

- Participants will internalize the benefits of partnerships

Method

- Experiential exercise – Treasure hunt

Steps for the session and time required

- Introduce the game (1 mins)
- Divide the participants into teams (2 mins)
- Explain the process and rules clearly including the fact that at some stage four teams will be reduced to two – by mixing of two teams each (2 mins)
- Provide the first clue to all teams and ask them to start (1 min)
- Let the teams play and encourage the fun with the teams (15 mins)
- Once the game is over, ask the teams to take their places back, allow little bit of funny reflections and then bring order by announcing the winning team and giving them applause (4 mins)
- Ask the groups to be in their respective teams and discuss what went well and what did not and could they or not establish good partnerships and what benefits they derived (10 mins)
- Ask the teams to share and reinforce with your observations (10 mins)
- Make presentations and highlight the fact that the higher prizes could be achieved only on striking partnerships, giving several examples of partnerships (15 Mins)

Total time required for the session

One hour
Tips to the trainer

- Prepare well for the game – make good clues, not too tough and not too easy, get the colour coding correct, get good prizes for the winning team, place them well
- Create lots of fun when the game is on
- Resist the temptation of giving additional clues to any team while the game is on
- Make sure all teams follow rules
- Try and take notes of pro and anti-partnerships oriented behaviours
- Sum up the session well – give lots of examples of people, organizations winning due to partnerships
Session 4 - Essence of partnership / Features of successful partnership

Expected results by the end of the session

- Participants will understand the features of successful partnership

Method

- Experiential exercise “Lost at Sea”

Steps for the session and time required

- Explain the exercise (5 mins)
- Allow each participant to complete the rating of items individually (5 mins)
- Ask volunteers to form group of 5-6 people and discuss and make a common list of priority (10 mins)
- Ask one/two more groups to do the same exercise in 10 mins each and take notes on behaviours / statements of various people and groups (20 mins)
- Announce the correct list of priority and provide feedback to groups and individuals and through them, identify and highlight the features of successful partnership (20 mins)
- Sum up the session with presentation (15 mins)

Total time required for the session

One hour and fifteen minutes

Tips to the trainer

- Do not spend too much time in discussing the list of priorities of items – say that has been developed by experts, although you may give a logic for each item
- Focus more on identifying the features and behaviours of partnerships
Session 5 – Personal attributes for establishing relationships

Expected results by the end of the session

- Participants will learn the attributes they need to have to strike partnerships

Method

- Personality tool test

Steps for the session and time required

- Introduce the exercise and provide the sheets to participants (3 mins)
- Allow the participants to complete the test – explain statements if anyone needs help (10 Mins)
- Guide the participants through the process of reversing the scores of some of the statements and then adding up the scores to get their three totals (7 Mins)
- Collect all the scores on chits of paper and present the compilation on the board (5 Mins)
- Explain the meaning of each of the three categories and emphasize the importance of each in developing collaborative / partnership behaviour (15 Mins)
- Answer questions of participants to help them understand how to improve their various qualities (5 Mins)

Total time required for the session

45 Minutes

Tips to the trainer

- Be patient through the process – statements are a little complex and need to be well understood / explained and the process of reversing also needs to be done slowly and correctly
- Must give lots of examples to make people understand the importance of each of three qualities from the point of view of partnerships
Session 6 – Process of Partnership

Expected results by the end of the session

- Participants will learn skill for developing partnerships

Method

- Group discussion – exercise to arrange the cards in proper sequence

Steps for the session and time required

- Divide the teams and provide the sets of cards to be organized in correct sequence (5 mins)
- Allow discussion in groups (10 Mins)
- Ask each team to present their sequence (10 Mins)
- The trainer then discusses as necessary and provides clarifications and examples as required, ending with a power point presentation (20 Mins)

Total time required for the session

45 Minutes

Tips to the trainer

- Listen to various groups patiently for their logic of a particular sequence of cards
- Be emphatic in providing correct sequence
- Give enough examples and the importance of each step with both successes and failures
Session 7 – Developing MoUs / agreements

Expected results by the end of the session

- Participants will learn about the need for MoU and main aspects to be included in the MoU

Method

- Group Discussion

Steps for the session and time required

- Divide the participants into groups and ask them to list the points they would include in the MoU and the process of developing and signing the MoU (20 Mins)

- Make the groups present their ideas (10 Mins)

- Process the information as necessary and conclude with a power point presentation (20 Mins)

- Present the power point differentiating MoU from an agreement (10 Mins)

Total time required for the session

One hour

Tips to the trainer

No special tips required for this session
Session 8 – Introductory meeting / making partnership offers

Expected results by the end of the session

- Participants will receive feedback on the do’s and don’ts in introductory meetings in establishing partnerships

Method

- Role play

Steps for the session and time required

- Assign / ask the participants to choose topics on which they would like to make presentations and the audience to which they will make the presentations (10 Mins)

- Give time for preparation (30 Mins)

- Make the participants make their presentations one by one (75 mins – 15 mins each for five participants)

- Provide feedback on personal qualities and attributes and the dos and donts of doing a session to each participant who made the presentations and also draw general lessons for all simultaneously (30 mins)

- Sum up with the power point presentation (15 mins)

Total time required for the session

2 Hours and 40 minutes

Tips to the trainer

- Be watchful for noting the points of strengths and weaknesses

- Don’t be too harsh in providing your feedback

- Identify positive behaviours and start with them while giving feedback
Training of Trainers on Partnership

Reading Material

The Leprosy Mission Trust of India
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<td>II.</td>
<td>Difference of partnership from similar concepts like vendor relations and participation</td>
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<tr>
<td>III.</td>
<td>Benefits and Importance of partnership</td>
</tr>
<tr>
<td>IV.</td>
<td>Essence of partnership / Features of successful partnership</td>
</tr>
<tr>
<td>V.</td>
<td>Personal attributes for establishing partnerships</td>
</tr>
<tr>
<td>VI.</td>
<td>Identifying the Right and Potential Partners</td>
</tr>
<tr>
<td>VII.</td>
<td>Partnership with communities</td>
</tr>
<tr>
<td>VIII.</td>
<td>Management of Relationship With Partners - Process / Steps of Developing Partnerships</td>
</tr>
<tr>
<td>IX.</td>
<td>Developing Memorandum of Understandings (MoUs), their importance</td>
</tr>
</tbody>
</table>
Partnership

This is a reading guide designed to capture the concept of Partnership, its essential parameters and a practical guide to forge meaningful partnerships in furthering the results of any development organization. The text of this guide has been sources form various freely available materials from the Internet and the sources have been duly quoted and acknowledged.

This guide would be useful for practitioners of social work especially those at the management level and those working with the communities directly so as to enter into partnerships with a conscious understanding of the nature of such relationships, its benefits and ways to sustain them.
I. **Concept of Partnership**

It has been quoted many times that no man can live as an island. And as this statement is true for individuals it holds equally true for society at large. In today’s world of groundbreaking technological findings and research, the world seems to be shrinking and those “across the seas” seem just a click away. Given this situation, perhaps man/society may contend to live as an island but given the practicalities of life, it is impossible.

This realization of not being able to live rather survive without each other support and collaboration, is a concept that is gaining grounds widely across the globe. Large corporations, religious groups, political parties are increasingly realizing that they will not be able to stand ground or sustain themselves, their results or bottom-line if they think of themselves as islands. For instance, now we hear more of PPP projects (than only government or private projects), which are centered on the principle of partnership between the public and private. If the majority of the population does not have the means to buy goods and services, then the market for the manufacturers and service providers dwindles. Hence it is not only the responsibility of the government but also the private sector to enable the consumers to become able to access the available goods and services.

The civil society or the development sector at large has been working on the principle of supporting and helping each other from its conception as a formal sector or even before that. The National Association of Social Work (NASW), which is the largest membership organization of social workers in the world, has approved a revised Code of Ethics for Social Workers. Among the other principles stated by them, the principle of “Social Justice” enumerates that as social workers we are to “strive to ensure access to needed information, services, and resources; equality of opportunity; and meaningful participation in decision making for all people.” This principle has been derived mainly from John Rawls “Theory of Justice” published in 1971.

His principle of liberty and difference especially difference underlines the importance of social justice for societies to decide collectively, distribution of resources in fair and equitable manner and that opportunities should be open for all irrespective of their social and economic disadvantage or advantage. This principle when applied in social work practice simply translates to “partnership” through which available resources are understood, shared, negotiated and

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1 Approved by the 1996 NASW Delegate Assembly and revised by the 2008 NASW Delegate Assembly (http://www.socialworkers.org/pubs/code/code.asp)

renegotiated among the vulnerable and disadvantaged sections of the society thereby bringing about social justice.

**Defining Partnership:**

A search on the Internet gives us a host of results on the term Partnership. It has been largely used in the business and legal context. In simple words it means “the state of being partners”, “relationship between partners” and “a business that is owned by partners”\(^3\). Thus it is defined as state or condition of being partners thereby making the term “partner” the key in partnerships. It can thus be defined as a working relationship between partners to work for common interest and mutual benefit implying sharing of risk and benefits equally.

The Health Education Board of Scotland (2001) defined Partnership as “where two or more organizations make a commitment to work together on something that concerns them both, develop a shared sense of purpose and agenda, and generate joint action towards agreed targets.”

By defining Partnership as stated above, it is understood that Partnership involves the coming together of two or more persons/agencies to work for a common goal with the explicit knowledge of risk and benefits that will be shared by the partners. Hence there are certain key attributes that define Partnerships. Some of them have been presented below\(^4\):

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\(^3\) [http://www.merriam-webster.com/dictionary/partnership](http://www.merriam-webster.com/dictionary/partnership)

\(^4\) This section has been taken from Chapter I of the book titled Effective Practice in Health and Social Care by Ros Cornwell and Alex Carson, published by McGraw-Hill International, 2004. Chapter I- The Concepts of Partnership and Collaboration, can be downloaded from [http://www.mcgraw-hill.co.uk/openup/chapters/9780335229116.pdf](http://www.mcgraw-hill.co.uk/openup/chapters/9780335229116.pdf)
Each of the above stated attributes have been dealt elaborately in subsequent sections.

For any Partnership to work and transform into meaningful results, it is important that all partners are on the same page with what they intend to achieve through this partnership or coming together. This implies having same interests, outlook towards the shared objectives and most importantly agreeing on the objectives. More often than not, partnerships require people of various capabilities, skills, expertise, and personalities to work together. In such cases, there is bound to be friction and to avoid the same, it is important that partners agree on objectives and are able to see the larger picture or goal of development than just satisfying their professional and personal interests. At times, Partnerships may become such strong forces that the partners find that they may get more involved and have allegiance to the partnership than their own agencies. This leads to blurring of professional boundaries, which can be good for the partnership but detrimental to the individual agency.

Shared clear and stated objectives, which are articulated over a period of time after brainstorming is a common platform for partners to work collectively in a team. This requires foremost trust and confidence among partners, their
capabilities, **expertise**, which they bring to the partnership and their intent. All the partners should be committed to **reciprocate** and **empathize** with the efforts and work together towards crossing milestones and hurdles. All this requires a strong **governance structure** within the partnership, which promotes and ensures **transparency** and **accountability** and has **clear lines of communication** leaving no room for doubt.

**Different Types of Partnerships:**

There are different kinds of partnerships that exist. Some of them have been listed below which have been defined by various authors. Ms Rita Cheminais in her book “Effective Multi-Agency Partnerships: Putting Every Child Matters Into Practice” published by Sage Publications, 2009 has given the following type of partnership models.

- **“Inter-agency working** is where more than one agency works together in a planned and formal way.

- **Integrated working** is where practitioners work together adopting common processes to deliver front-line services, co-ordinated and built around the needs of children and young people.

- **Multi-professional/multidisciplinary working** is where staff with different professional backgrounds and training work together.

- **Joint working** is when professionals from more than one agency work together on a specific project or initiative.

- **Partnership working** refers to the processes that build relationships between different groups of professionals and services at different levels, to get things done. It entails two or more organizations or groups of practitioners joining together to achieve something they could not do alone, sharing a common problem or issue and collectively taking responsibility for resolving it. Partnership therefore refers to a way of working as well as to a form of organization.”

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5 This has been taken from Chapter I: The Origin, Concept and Principles of Multi-Agency Partnership Working from “Effective Multi-Agency Partnerships: Putting Every Child Matters Into Practice”. This can be downloaded from [http://www.sagepub.in/upm-data/25240_01_Chenmins_Ch_01.pdf](http://www.sagepub.in/upm-data/25240_01_Chenmins_Ch_01.pdf)
Ros Cornwell and Alex Carson in their book “Effective Practice in Health and Social Care” have outlined four types of partnerships. These are project partnership, problem oriented partnership, ideological partnership and ethical partnership.

- **Project Partnership**: This type of partnership is defined by a fixed time period between the partners such as that of a donor agency and an implementing agency. The term “project” itself implies that it would be time bound. The project and its aims are stated which are funded by the donor agency in this case and once the project gets over and funding ceases, the partnership could come to an end.

- **Problem oriented Partnership**: These are formed to address a certain specific problem faced by the partners who wish to come together to solve it. Examples of these include village level committees formed by the general community, elected representatives, agencies etc against domestic abuse, disaster risk reduction etc. Such partnerships usually rise out of a publicly identified problem and the need to address the same.

- **Ideological Partnership**: These are quite similar to problem oriented partnerships but with a critical difference. While the problem oriented partnership are mostly a response to a problem identified by the public or community, ideological partnership arise out of shared point of view which they believe is the only way of looking at any issue. Members of ideological partnership believe that their perspective on any problem is the right and perhaps the only way of solving it. Examples include partnerships working on issue of abortion, euthanasia among others.

- **Ethical Partnership**: These are similar to the above stated type of partnership with the difference being that members of ethical partnership hold “ethical” ways and values central to their work. For them both the means to achieve the end and the end are equally important. “While most partnerships have codes of ethics or ethical procedures, ethical partnerships have a substantive ethical content in their mission and practice... For instance, it would be reasonable to conclude that health and social care partnerships are ethical partnerships since they aim at helping people.”

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II. Difference of partnership from similar concepts like vendor relations and participation

When we Google for the synonyms of “Partnership”, terms such as cooperation, association, collaboration, and alliance among others are the results. While terms cooperation, association and alliance indicate business relationships, collaboration is closely and interchangeably used for partnerships.

In this section we will discuss three concepts in relation to partnership—similarities and differences. These are collaboration, participation and vendor relations. These have been presented as follows:

Partnership v/s Collaboration:

We have already defined partnership in Section I and therefore it is not being repeated here. Collaboration has been defined as “the action of working with someone to produce or create something”, “To work together, especially in a joint intellectual effort” and as “traitorous cooperation with the enemy” by the English Dictionary. Often the verb - collaborate- is used to define the noun- partnership. Partners collaborate to make the partnership work. In that sense, how is collaboration different from partnership, which also strives, achieving something by working with different partners? Ros Cornwell and Alex Carson have given a list of attributes of partnership and collaboration (Seen below in table 1).

Table 1: Attributes of Partnership and Collaboration

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Collaboration</th>
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</table>

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8 This section has been taken from Chapter I of the book titled Effective Practice in Health and Social Care by Ros Cornwell and Alex Carson, published by McGraw-Hill International, 2004. Chapter I- The Concepts of Partnership and Collaboration, can be downloaded from http://www.mcgraw-hill.co.uk/openup/chapters/9780335229116.pdf
In Table 1 above, attributes that are common to both partnership and collaboration have been highlighted in italics and red color while other are the “other” attributes of the two concepts and not necessarily differences among the two. Just as there are clear similarities among the two, there are clear differences also.

Partnerships are contractual relationships among one or two parties, which clear stated purpose, governance structure, commitment to accountability, sharing and assigning of roles and responsibilities and equal share of risks and benefits.

Collaborations are mostly relationships that are less formal and not necessarily legally binding. Hence responsibilities, risks and benefits may not be shared equally. For instance a village level committee on community disaster management will have clear written rules and roles for each stakeholder involved in the committee in case of disaster, which is indicative of partnership. During disaster, the local factory management may pool in resources to this committee to handle the crisis. This is collaboration. According to the authors, there exists a

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9 Collaboration Handbook (http://rlch.org/content/collaboration-handbook)
National Coalition for Homeless Veterans
model called continuum of involvement proposed by Hudson et al (1998) given as figure 2 below.

In the example we took earlier, the local factory management at the first stage got involved with activities of the committee by agreeing to help the general community through them. They then collaborated with them in relief activities by contributing resources and participated in the same. This collaboration may or may not lead to partnership in which the factory management takes up more responsibilities in the committee and works towards disaster reduction and management rather than step in on case-to-case basis.
Partnership v/s Participation\(^\text{10}\):

Just as in the case of collaboration and partnership, participation and partnership are closely related. There can be no partnership without participation and participation often leads to working partnerships. If all the partners working for the rights of leprosy patients do not participate in the partnership, then such partnership will not yield its intended results. Similarly participation of the beneficiaries of The Leprosy Mission Trust in their activities can lead to effective partnership between the two that may lead to better results.

Participation has been defined by many writers and theorists based on how to define it, whom to involve, what to achieve and how to achieve. According to Bina Agarwal\(^\text{11}\) who is a professor of Development Economics and Environment at the University of Manchester, UK, participation is ‘At its narrowest, participation is defined in terms of nominal membership and at it broadest in terms of a dynamic interactive process in which all stakeholders, even the most disadvantaged, have a voice and influence in decision-making’

This definition resonates some of the attributes of partnership already discussed such as working together, common goals, common vested interests and empathy. It is important to remember that partnership does not mean that all partners are equal in skills yet nevertheless they are equal when they come together in partnership. This is the same idea proposed by the above definition of participation wherein all relevant stakeholders come together irrespective of their skills or socio-economic background to decide for themselves to work towards addressing an issue or problem.

Sherry R Arnstein published a ladder of participation based on citizen involvement in the planning process in the United State of America. He has described the various levels at which citizens participate in the decision making process of the government which affect their daily lives. As can be seen from figure 3, the first two levels in the ladder are non participative as the aim is to seek cure or manipulate the planning process without the real participation of the citizens.

\(^{10}\) This section has been prepared using three main documents -


iii. Chapter I: The Origin, Concept and Principles of Multi-Agency Partnership Working from “Effective Multi-Agency Partnerships: Putting Every Child Matters Into Practice”. This was published by Sage, 2009. This can be downloaded from http://www.sagepub.in/upm-data/25240_01_Cheminais_Ch_01.pdf

Sherry argues that citizens are placed in rubberstamp advisory boards at this level not to seek their opinion but to “educate” them. Their approval or opinion is not really important in the final planning process but it gives them an illusion of participation.

The next three levels have been categorized as tokenism by the author where in some degree of information is given to the citizens which is largely one directional (officials to citizens), few consultations happens and as part of placating the community, few of their members are made part of committees. Inevitably there would be higher committees in the power structure who can veto or override the decisions of committees where citizens are members.

It is only the last three levels of the ladder that the citizens have real participation. And the first step towards it is through partnership where power is redistributed through negotiations between citizens and power holders.

There is scope for joint decision making, policy making as the ground has been set for change and there is some degree of give and take. Post this level, citizens take up clear majority of seats in bodies that make decisions and finally they take over the entire process of decision making without any intermediaries.

Based on this ladder of partnership, another author David Wilcox proposed a five ladder stages of participation (figure 4), which is critical in multi agency partnership working. This ladder has been adapted by Ms. Rita Cheminais in her book multi agency partnerships. At the first level, members and other stakeholders are informed about what is planned. At the consultation level, they identify problems, solutions and listen to feedbacks as well. then encourage participation of all team members to give their ideas to plan the way forward. This happens at the deciding together stage. This then paves way to a partnership at the acting together stage wherein they decide to move ahead by forming a partnership. Finally the partners help and support each other by pooling

Figure 3: Ladder of Participation by Sherry Arnstein

Figure 4: Ladder of Participation by David Wilcox
resources and advices to attain their goals and objectives. This is the final stage of participation called the supporting stage.

The above two theories amply demonstrate how partnership is borne out of participation, yet participation at lower levels of the ladders is not partnership.

**Partnership v/s Vendor Relations**

Both partnership and vendor relations are used in the business world as a means to further the interest of the companies and other business establishments. Both are used a strategy seeking to expand the scope of business, generate more employment, give the edge to the establishments and finally enhance the bottom-line i.e. profit.

So the question arises as to whether these are same or different or have overlapping shades? As with the previous two concepts we explored, it can be said that vendor relations and partnership are closely related but have a very critical difference. These will be explored in this sub section.

There are certain key attributes that any business establishment looks for when they want to create vendor relations. These are the price that they offer, reliability in providing goods and services on time every time, stability meaning that they are reputed and been in the business for long, location so that costs are minimized and finally they are competent to provide innovative and latest technology, products and services.

If these key attributes are fulfilled, then chances are that the business establishment would hire you as their vendor. But do these vendors become and enjoy the same status as partners? Can they become partners? The answer is yes. Vendors become partners if a management, which seeks more participation and effective service delivery, leads the business establishment.

This concept of changing vendors to partners is gaining popularity in the corporate world. A vendor becomes a partner when s/he is involved in planning and decision making process right from the beginning. They are party to the strategic decision and hence responsible for the smooth execution of the same. The vendor becomes part of a long-term partnership.

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12 This section is based on

i. Supplier Relationships (http://www.entrepreneur.com/encyclopedia/supplier-relationships)

ii. Are you a Partner or a Vendor? By Tiffani Jones Brown (2010) (http://thingsthatarebrown.com/blog/2010/01/are-you-a-partner-or-a-vendor/)

So it can be said that vendor relation may become partner relations depending on the intention, commitment and vision of both parties involved. How is this kind of partnership different from the partnership among agencies working for development? The critical difference between these two partnerships is the motive for profit. Partnership between vendors and business establishment is among other things forged to create more profit. On the other hand, partnership between development agencies is to pool in their resources, expertise and all the other relevant ingredients to work for social justice.

III. Benefits and Importance of Partnership

In the introduction of this guide, it was aptly written on why partnerships are important. In this complex world, it is nearly impossible to work in isolation to work towards the goal of social justice. Also the scale of issues and problems require huge amount of resources, skills and manpower, which may not be at the behest of a single organization. Such factors facilitate partnerships to be established and in smooth working.

In our justification or support for forging partnership, we often highlight the benefits or advantages of partnerships. As with all instances, there are two sides of a coin and there are certain disadvantages. This section explores the advantages and disadvantages of partnerships.

Advantages/ Benefits of Partnerships

a) Larger Resources at Disposal: When two or more people or agencies come together in partnership, they bring with them several resources also. Resources include staff, contacts, other partners, money, community linkages and many others. When these are brought together in a partnership, the partners have large pools of resources available to them, which can then be optimally or efficiently used to attain the goals of the partnership.

b) Diverse skills and expertise: Following from the above, it can be said that partners have access to diverse skills and expertise when they are in a partnership. This can lead greater scope of discussion, which may lead to innovation in and effective solutions for problems in hand. Also the range of skills and expertise in the partnership is available to all the partners who can tap them not only for attaining the goals of the partnership, but also for

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13 This section has been written by refereeing to the following articles and documents:
   i. The Benefits and Risks of Partnering (http://thepartneringinitiative.org/w/who-we-are/philosophy-and-approach/the-benefits-and-risks-of-partnering/)
their individual agencies. Such range of skills and expertise may not be available in any one organization.

c) **Developing connections**: Partnerships inevitably lead to greater connections and contacts for the partners. Partners which include their staff get to know about various organizations, their partners, donors, government agencies and staff and other relevant organizations and officials. This leads to wider knowledge of the development sector as well as the resources available at large for everyone.

d) **Facilitates Learning**: A key benefit of partnerships is the access to information which in turn facilitates learning. For example, agencies that are looking for funding can get to know about various donor agencies and corporates through the partnership.

Since partnership involves coming together of diverse agencies or people, the knowledge of development sector issues and the latest trends is easily available. Partners are better able to learn, understand and even appreciate the constraints faced by other agencies. Through partnerships, members are able to see things/events/issues differently and develop new perspectives.

The knowledge and expertise brought in by the partners into the partnership can be accessed by all which in turn can lead to personal and professional growth of individual members or organizations.

e) **Actions**: Partnerships lead to action such as responding to emerging issues, redirecting funding, ability to work on different issues and innovation. With the access to information, contacts, skills and expertise within the partnership, individual members are able to work effectively in their own work profile.

f) **Impact**: Partnership leads to impact as many diverse forces join hands to conscientiously work towards a set goal. There is larger reach of services and sustainable development. This also leads to long term stability of the partnership.

g) **Flexibility of operations and decision-making**: Partnerships are quicker to respond to emerging issues and problems and often decision making is faster. Partners meet often and the structure of partnership is less rigid or bureaucratic than in the case of an organization. Hence decision-making process is relatively easier.

h) **Broader range of services**: Partnerships entails diverse organizations and people, which can be utilized to address a wider range of issues or provide services. For instance a partnership may engage in awareness building, implementation of projects, fund raising, advocacy and capacity building of
partners at the same time. An individual organization may not be able to do this. Such diverse activities translate to wider community or beneficiary base.

i) **Credibility and Reputation**: Credibility and reputation has been seen to increase when different agencies partner. For instance, partnerships, which have private sector players along with civil society members, the credibility of the former increases.

**Disadvantages/Risks of Partnerships**

a) **Loss of autonomy**: Shared decision making has been highlighted as one of the advantages of partnership but it also becomes a disadvantage when there are many partners who may have personal agenda. Consent and approval of majority has to be taken for any decision which undermines the autonomy of a single entity (in this case the organization).

b) **Lack of harmony**: People are different in nature and temperament. Difference of opinion is bound to happen when more than two people come together. If not handled well or facilitated in an objective manner, difference of opinion can lead to lack of harmony that may ultimately lead to the dissolution of the partnership.

c) **Conflict of interest**: Just as in the case of difference of opinion, difference in the interest of the partners may also be an disadvantage one has to deal with when in partnership. Plans and actions may be in the right interest of the partnership but may not be in favor of the individual partner.

d) **Shared Responsibility**: Shared responsibility comes with partnership where each of the partners is equal in having roles and responsibilities. This is essential for smooth functioning of the partnership but it may become a disadvantage when each partner is liable for the action of individual partners.

e) **Drain on resources**: Partnership requires pooling in resources, which include manpower and time as well. This may prove an obstacle to the interest of the individual organization that is a partner in the partnership, as they may have to undermine their own interest, time and staff resources for fulfilling the commitment to partnership.

f) **Implementation challenges**: Apart from the daily schedule of individual organization and their staff, a collaborative venture in the form of partnership requires planning, tracking and reporting which entails its own challenges and difficulties.
g) **Negative reputation impact**: In case a partnership does not work or is dissolved, it may cause harm or bad reputation to all the partners involved.

These are some of the benefits and risks of partnership. For long-term partnership, it is best that each of the partners understands the associated benefits and risks, evaluates their position and priority and only then enters in a partnership.

**IV. Essence of Partnership / Features of successful Partnership**

This section deals with the basic essence or principles that guide partnerships. What are the key drivers of partnership? And why do some partnerships succeed while others do not.

**Principles of Partnership:**

Various authors have given the principles or the key drivers of partnerships. These have been consolidated in table 2 below for easy reference:

<table>
<thead>
<tr>
<th>Source/Authors</th>
<th>Principles</th>
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</table>
| **Community-Campus Partnerships for Health (CCPH)**

**Principle 1**: Partners have agreed upon mission, values, goals and measurable outcomes for the partnership

**Principle 2**: The relationship between partners is characterized by mutual trust, respect, genuineness and commitment

**Principle 3**: The partnership builds upon identified strengths and assets, but also addresses areas that need improvement

<table>
<thead>
<tr>
<th>Source/Authors</th>
<th>Principles</th>
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</table>
| OECD LEED Forum for Partnerships and Bringing all relevant actors together

**Principle 4**: The partnership balances the power among partners and enables resources among partners to be shared

**Principle 5**: There is clear, open and accessible communication between partners, making it an on-going priority to listen to each need, develop a common language, and validate/clarify the meaning of terms

**Principle 6**: Roles, norms, and processes for the partnership are established with the input and agreement of all partners

<table>
<thead>
<tr>
<th>Source/Authors</th>
<th>Principles</th>
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</table>
| OECD LEED Forum for Partnerships and Bringing all relevant actors together

**Principle 7**: There is feedback to, among and from all stakeholders in the partnership, with the goal of continuously improving the partnership and its outcomes

**Principle 8**: Partners share the credit for the partnership’s accomplishments

**Principle 9**: Partnerships take time to develop and evolve over time

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14 Community-Campus Partnerships for Health (CCPH) publishes Partnering Perspective Magazine. These principles have been taken from this magazine.


([http://depts.washington.edu/ccph/principles.html#principles](http://depts.washington.edu/ccph/principles.html#principles))
<table>
<thead>
<tr>
<th>Local Governance&lt;sup&gt;15&lt;/sup&gt;</th>
<th>The Partnering Toolbook&lt;sup&gt;16&lt;/sup&gt;</th>
<th>The Council’s Principles for Partnership Working&lt;sup&gt;17&lt;/sup&gt;</th>
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</thead>
<tbody>
<tr>
<td>Equity</td>
<td>Transparency</td>
<td>Mutual benefit</td>
</tr>
<tr>
<td>(Equity is not the same as ‘equality’. Equity implies an equal right to be at the table and a validation of those contributions that are not measurable simply in terms of cash value or public profile.)</td>
<td>(Openness and honesty in working relationships are pre-conditions of trust - seen by many as an important ingredient of successful partnership. Only with transparent working will a partnership be truly accountable to its partner donors and other stakeholders.)</td>
<td>(If all partners are expected to contribute to the partnership they should also be entitled to benefit from the partnership. A healthy partnership will work towards achieving specific benefits for each partner over and above the common benefits to all partners. Only in this way will the partnership ensure the continuing commitment of partners and therefore be sustainable.)</td>
</tr>
<tr>
<td>Clarity on when and to whom to enter into partnership</td>
<td>Effective Governance Accountability</td>
<td>Openness and Accessibility Use of Resources Joint Scrutiny</td>
</tr>
<tr>
<td>Effective Partnership Working</td>
<td></td>
<td></td>
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As can be seen from the table above, principles of partnership though enumerated by different authors, echo the same spirit. Partnership is built on equality, trust, openness, honesty, willingness, shared goals accountability and transparency, use of resources, governance structures and joint scrutiny.

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<sup>15</sup> Members of the OECD LEED Forum have prepared this document collectively for Partnerships and Local Governance and staff members of the Forum Office in Vienna, under the coordination of the Chair, Michael Förschner. It is available for downloading at [http://www.oecd.org/cfe/leed/36279186.pdf](http://www.oecd.org/cfe/leed/36279186.pdf)


<sup>17</sup> This document can be downloaded form [https://www.cambridge.gov.uk/sites/www.cambridge.gov.uk/files/docs/Partnership_principles_Oct_2010.pdf](https://www.cambridge.gov.uk/sites/www.cambridge.gov.uk/files/docs/Partnership_principles_Oct_2010.pdf)
Even if a partnership is initiated on these principles, many times partnerships may not reach its full cycle. What are the reasons then that make any partnership successful and what are the factors that prove barriers to successful partnerships.\(^{18}\)

- Clarity on roles, responsibilities
- Shared vision and goals
- Co-operation
- Co-ordination
- Collaboration
- Co-ownership
- Innovation and action
- Sharing ideas and resources
- Access to the skills of others.
- Mutual support
- Learning
- Secure funding
- Opportunities for expanding

Figure 5: Factors for a Successful Partnership

Figure 5 above presents the factors that give rise to successful partnerships. These include factors such as shared vision and goals so that all partners work towards it. At the heart of a successful partnership lies a deep-seated intent and belief in the goal of partnership which may necessitate keeping interest of the partnership over and above individual interest. This would require ownership of the partnership and its goal. Further there needs to be strong governance system in place so that all partners know their roles, responsibilities and there is mechanism for transparency and accountability.

\(^{18}\) Following are the sources from which the factors for successful and failed partnerships have been referred to:

i. Members of the OECD LEED Forum have prepared this document collectively for Partnerships and Local Governance and staff members of the Forum Office in Vienna, under the coordination of the Chair, Michael Förschner. It is available for downloading at [http://www.oecd.org/cfe/leed/36279186.pdf](http://www.oecd.org/cfe/leed/36279186.pdf)


iii. Chapter I: The Origin, Concept and Principles of Multi-Agency Partnership Working from “Effective Multi-Agency Partnerships: Putting Every Child Matters Into Practice” by Ms Rita Cheminais. This was published by Sage, 2009. This can be downloaded from [http://www.sagepub.in/upm-data/25240_01_Cheminais_Ch_01.pdf](http://www.sagepub.in/upm-data/25240_01_Cheminais_Ch_01.pdf)

Successful partnerships are run on the basis of mutual support, learning, sharing of and access to ideas and resources, co-ordination among partners. There needs to be a source of secure funding for the partnership as well as opportunities as well as willingness to expand so that partnership can continuously evolve and sustain. Partnership has to result in effective action.

Figure 6: Factors for Failed Partnership

- Lack of trust.
- Fear of losing a separate identity.
- Intolerance of each other/Bias
- Lack of clarity authority and goals.
- Time necessary to develop relationships and feasible plans.
- Inflated expectations
- Partners do not share the same values and interests.
- No sharing of risk, responsibility, accountability or benefits.
- Inequality
- Personal agenda
- Inadequate skills
- External factors
  - Government policies/business sector/combative and territorial civil society
  - Inability to access external

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Partnerships are made by and of people who are of different backgrounds and personalities. This leads to diverse views and interest which can prove detrimental to a partnership. If partners have a hidden agenda or there is a conflict of priorities, it can lead to breaking up of partnership. It is absolutely important to form partnerships based on same or similar values and interest. Equally important is to recognize and accept different personality types and communication styles.

Lack of trust and or even suspicion regarding the intent, skill, honesty etc of partner’s leads to failed partnerships. This happens mostly when partnerships are formed too quickly or have not been carefully thought out or has been formed to just keep up the appearances. Every relationship takes time to blossom and the same holds true for partnerships. Partnerships may take years to be forged and if formed in haste, it may be formed of persons/organizations which are not chosen carefully and it can lead to lack of trust, lack of clarity of roles and responsibilities and inflated expectations. This in turn may create conditions wherein partners do not share risk, responsibilities, benefits or are accountable which are some of the cornerstone for partnerships.

Partnerships are based on equality irrespective of levels of skills and resources. When this principle is flouted, certain individuals may become important and others sidelined and ultimately have no say in decision-making process. Partnerships do not thrive if any single entity, clique or sub group controls all powers, which leads to power abuse and is against the spirit of partnership.

Sometimes it may happen that members of a partnership feel threatened that they may lose their individual identities because of the partnership. This gives rise to feeling of discomfort and a reason for the partnership to break.

V. **Personal attributes for establishing Partnerships**

Attributes required for establishing partnerships has already been in section I of this reading guide. Further to the stated attributes of *trust and confidence in accountability, respect for specialist expertise, joint working, teamwork, blurring of professional boundaries, members of partnerships share the same vested interests, appropriate governance structures, common goals, transparent lines of communication within and between partner agencies, agreement about the objectives, reciprocity and empathy*, this section explores certain other attributes needed for establishing partnerships.
According to the authors of the guide, “Successful Partnerships\textsuperscript{19}”, there are two main attributes that help in establishing partnerships. These are organizational structure and programme of work. These have been given below. Please note that many of the attributes have already been discussed in section I and V.

**Organizational structure and other partnership characteristics**

The authors put forth that “To be efficient, a partnership should have recognizable and autonomous structure to help establish its identity. The structure should have stability and permanence as well as flexibility, and it is helpful if it has a certain degree of autonomy, i.e. freedom from political influence. It is also important to review lines of communication to ensure that all partners are kept informed and involved.”

Following are the key characteristics as per the authors:

- ✓ The partnership enjoys political and social acceptance.
- ✓ The partners show determination and accept the practicalities of their political responsibilities.
- ✓ There is a strong sense of ownership.
- ✓ Agreements are based on identifiable responsibilities, joint rights and obligations, and are signed by all relevant partners.
- ✓ The partnership takes an inclusive approach (relevant actors are involved in planning and implementation).
- ✓ Strong commitment from each of the partners is reflected in the fact that all partner organization’s are equally present and, where possible, represented by experienced persons who have influence within their organization.
- ✓ Responsibilities and the nature of co-operation are clarified.
- ✓ The coordinators of the partnership are nominated by the partners.
- ✓ Rules of conduct (e.g. good communication between actors, regular attendance of meetings, continuity of personnel, regular transfer of information among the partners) are adhered to by the partners.
- ✓ Resources, knowledge, know-how and ideas are shared within the partnership.

\textsuperscript{19} Members of the OECD LEED Forum have prepared this document collectively for Partnerships and Local Governance and staff members of the Forum Office in Vienna, under the coordination of the Chair, Michael Förschner. It is available for downloading at [http://www.oecd.org/cfe/leed/36279186.pdf](http://www.oecd.org/cfe/leed/36279186.pdf)
✓ Equal opportunities within the partnership are secured (partnerships will not necessarily succeed if one or a small number of the partners are perceived as dominant).

✓ Adequate financial and human resources are available for implementation.

✓ The partnership should be able to lever funding from a range of sources.

✓ There is a firm foundation of good practice in financial controls, accounting procedures, human resource management, etc.

✓ Resources and energy are devoted to monitoring and evaluation, on the basis of realistic but demanding performance indicators and targets which are clearly defined.

✓ A “learning culture” is fostered, i.e. one where all partners are able to learn from one another by allowing new ideas to come forward in an open exchange of experiences.

✓ Resources, responsibilities and tasks may differ, but the added value of the partnership to each partner is recognized.
The Programme of Work

Apart from the above characteristics, the authors have outlined the following as well. According to them, “Partnerships need to develop a long-term strategy if they are to work effectively and have a lasting effect. For area-based partnerships, this strategy must include a vision for the region focusing on the outcome to be achieved, an action plan identifying shorter-term priorities, and a co-ordinated working programme including activities and measures that will contribute to the achievement of long-term outcomes. Also necessary are a shared commitment to implement the programme and arrangements for monitoring and reporting progress.”

✓ The working programme is based on a concerted strategy and on a comprehensive analysis of overriding problems, as well as on an assessment of local needs and a consultation process with local actors. It should be ambitious as well as realistic.

✓ Common objectives are determined.

✓ Targets are set and are clearly defined.

✓ The strategy, the objectives and targets, and the working programme following from them, are reviewed and revised at regular intervals, taking into account partners’ experiences as well as changes in context.

✓ Programme targets are compatible with relevant strategic documents (i.e. European or national programmes and guidelines, regional models).

✓ The various measures and projects are planned and correspond to the strategy and to local and regional needs.

✓ The nature of cooperation within the partnership is described within the programme of work.

✓ Budget responsibilities (including different financial sources) are also specified in the programme and illustrated with budget tables.

✓ Extension of the field of activities is possible where necessary through changing the partnership conditions and framework (legal, financial, economic and institutional).

✓ Measures for permanent monitoring and evaluation are planned.

✓ Public relations activities and a clear external reporting system are planned.

VI. Identifying the Right and Potential Partners

Partnerships are all about bringing the “right” partners at the “right” time to work towards in the “right” direction. Defining the “right” direction is highly subjective
Step 1: Identify what TYPE of partners you want to associate with.

Right when you have decided to form a partnership, it is imperative to decide on what types of partners do you want in the partnership. Partners should be chosen on the basis of the value they may add to the partnership and is they have similar outlook towards the ends that the partnerships hopes to attain (it may not necessarily be articulated as this stage).

Partners can be chosen by asking existing contacts or seeking new contacts. It is absolutely important to know the answers of questions such as

- Can the proposed partner contribute to the partnership?
- Will there be mutual benefits?
- Will there be a willingness to share responsibilities and risks?
- Will there be a conflict of interest?

Answers to these questions can help determine potential partners. You have to seek answers for questions by yourself through both primary and secondary methods. Primary methods include engaging with the organization on a one to one level, reading their reports, websites to understand the vision, mission, and activities of the organization. You can also send them questionnaires asking them questions critical to forging partnerships.

Secondary methods include engaging with their donors, partners including community to understand the kind of work they, the reputation or credibility they enjoy.

Remember it is important that having right partners is critical to sustaining long-term effective partnerships. This process should not be done in haste or for the sake of it.

Step 2: Exploring Options
Once you have decided to forge partnership with the carefully chosen partners, the next step is to explore options with regards to the objectives, governance and resource availability.

This step requires all partners to discuss, brainstorm and ideate to agree on the partnership and its goals. This step also includes assessment of each partner organization capacity, staff capacity, risks involved and the perceived benefits. This helps in designing and executing capacity building activities for the future.

The partners should also be assessed on what they “bring” to the partnership. This includes both cash and kind contribution (skills, manpower, time etc). Workshop can be held to do resource mapping to see what each partner can contribute. It is important that each contribution irrespective of its volume and type helps in keeping the partnership intact and thus should be valued as such. Hence this step is critical at the onset because it helps all partners understand each other, their capacities and limitations. Appreciation of similarities and differences is pivotal for any relationship.

**Step 3: Commit to the Partnership**

This is the final step in identifying partners and starting the process of forming a partnership. At this point, you should have all necessary information and agreement with the potential partners to enter into an agreement for partnership. This agreement should preferably a written understanding (Memorandum of Understanding) though it can be both formal and informal agreement.

**VII. Partnership with communities**

One of our partners in development is the community. Most of the partnerships in the development sector are forged and focused on bringing together resources and working towards community development. However most often partnership with community is used and implemented interchangeably with participation of community.

As mentioned before, there can be no partnership without participation and partnership is one step in the ladder of participation. Though both complement each other, they cannot be used interchangeably. When we engage community in partnership, we engage them as fulltime, equal partners and not just participants of our programmes/projects.

One of the principles of community participation is involvement of community in the whole process from planning to implementation, monitoring, evaluation and subsequent follow up. Involving means not just taking community in the process but ensuring that they actively participate in the process and ultimately take control over the process.
This principle is to be adopted when forging partnership with community. The community is to be seen not just as the beneficiary of the achievements of the partnership or just as participants. They are to be involved in the partnership just like any other agency/organization. They are to be treated as equals and expected to bring in their share of skills and resources, which may not be necessarily cash.

Figure 8 presents the key findings of a research conducted by the University of California, Division of Agriculture and Natural Resources. The study was carried out in five Latino communities in the State of California and gives recommendation to public agencies and social service practitioners on how to work with Latin communities. The overarching principle of partnering with community is to invest time in knowing the community, building relationship with them, collaborating with them and motivating them to be a part of a partnership through which they benefit.

Working with community is based on the same principles of partnership, which are applicable when partnering with agencies/organizations. These are principles of shared values, mutual trust and respect, commitment, accountability and most importantly sharing of power, responsibilities, decision making and resources.

VIII. Management of Relationship With Partners- Process / Steps of Developing Partnerships

This section mainly deals with the process or steps involved in creating partnerships. Developing partnerships consist of 5 main phases:

i. Preparation
ii. Formal agreement
iii. Establishing work/programme aspects
iv. Implementation
v. Monitoring and Evaluation

Phases i and ii have already been discussed in section VI above. Phase iii consists of chalking out area of work, plans for action and measures to achieve the objectives.

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20 Learning From Latino Community Efforts. Recommendations for Working in Partnership with Latino Communities: A Guide for Public Agencies and Other Social Service Practitioners by Carla M. Souša, David C. Campbell, Steve DaSher and Dave Snell. Published by Division of Agriculture and Natural Resources, University of California.
of the partnership. It should clearly be in line with interest, capacities and values of all the partners.

Phase iv would include implementing the planned activities, trying out new approaches, coordinating with each other and building on the activities as time passes by and experience is gained. It also involves tackling the challenges faced and taking time to admire the fruits of hard work as well.

The last phase is that of monitoring and evaluation which is critical to assess the achievements of the partnership, tracking implementation, reworking on strategies where required. Partnership should be evaluated regularly, reports should be prepared and shared publicly.

Different authors have given different steps/phases for developing partnership. One of them has been presented in figure 8 below. This has been taken from the “The Partnering Toolbook” by Ros Tennyson\(^{21}\). Please note that the process remains the same mostly (As enumerated early in this section) with few steps added.

\(^{21}\) The partnering Toolbook is written by Ros Tennyson (Partnership Specialist and Director of Learning Programmes, International Business Leaders Forum). This was published by The International Business Leaders Forum x(IBLF) and the Global Alliance for Improved Nutrition (GAIN) in 2003. This document can be downloaded from http://www.energizeinc.com/art/subj/documents/ThePartneringToolbookMarch2004.pdf
According to Tennyson “These are guidelines only. Each partnership will follow its own unique development pathway. The important thing is to be aware that each of the ‘phases’ outlined above is important and should not be neglected if the partnership is to remain balanced and on course to achieve its goals.”

IX. Developing Memorandum of Understanding (MoUs) and their importance

A Memorandum of Understanding (henceforth mentioned as MoU) is a formal agreement between two or more parties. It is not as fully binding on the signing parties as a contract or agreement but it stronger than a gentleman agreement. A
gentleman agreement is a traditional oral (though it may be written) informal agreement between two or more parties. The MoU places itself in between a formal agreement (such as contract or agreement) and informal agreement (such as gentleman agreement).

A MoU is a culmination of the thinking and negotiations of the potential signatories/partners on a possible line of action. It expresses their will to work together in the future. It is widely used in international public law and should not be confused with treaty\textsuperscript{22}. A treaty is a public document while a MoU can be kept confidential if needed. Treaty needs to be ratified before it can be implemented while this is not the case with MoU. Moreover MoU can be modified without long negotiations unlike in the case of treaties. Hence we find that most countries sign MoU with each other in case of trade or any other transactions.

MoU are different from agreements/contracts. According to an article published in The Economic Times in 2013 by Sakina Babwani\textsuperscript{23}, following are some of the differences between the two (figure 9):

So why is MoU important in case of partnership? MoU sets a tone or path for better participation of both or all the parties. It helps build a working relationship and gives a structure to the relationship. It clarifies and sets forth what each party is expected to do and what they bring to the relationship. Such a document helps all parties involved to understand their role and enables accountability. There is no strict template for MoU. It can be short or lengthy. It depends on all the parties involved.

\textsuperscript{22} This has been referred from an article on the website www.wisegeek.org (http://www.wisegeek.org/what-is-a-memorandum-of-understanding.htm)

It should be drafted together by all partners who are entering in partnership by clearly stating why and for what they are entering the partnership and how they will fulfill it. There may be a number of drafts that are prepared before it is finalized and accepted. What is important is that the MoU captures the spirit and intent of the partnership and helps the partners in fulfilling the objectives of the same.

Following is a sample of MoU (figure 10).

Figure 10: Sample MoU

Memorandum of Understanding

This MoU is finalized on (Date) between ABC1 (hereafter called as ABC) and (Name of the partner organization) (hereafter called as _________)

This MoU is applicable from (date) to (Date)

ABC: (brief description of the organization and its legal identity)

(Name of the partner) does

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

ABC will be represented by Ms. / Mr. (Name of person) and the (Name of the partner) will be represented by Ms. / Mr. (Name of person).

The following results are expected from this association:

- Issue-specific multimedia products, training modules, curriculum, and information handouts and brochures developed and disseminated

Community level:

- Increase in knowledge and shift in attitudes in the community, especially among
women towards reduction of domestic violence / sexual harassment and promotion of safety and security

- Increase in women participating and demanding services in network meetings, self-help groups, NGOs etc.
- Individuals and community groups planning and taking action to stop violence against women including dissemination of information, supporting affected women by providing access to services etc.

**At Youth, NGOs, CBOs, Government level:**

- Increase in knowledge, shift in attitudes and behavior change among the youth, NGOs/CBOs specially men & boys towards reduction of domestic violence promoting safety and security
- Increase in knowledge among the Government officials and they in turn starting to participate in ABC / Partner events.

**Roles of Partners**

ABC will play the role of “facilitator” and the Partner will be the “implementer”. The Implementation role particularly includes the Follow up with the community / youth in the field to ensure achievement of results for ex: action by women / youth to prevent violence against women)

**Task of ABC:**

- Training needs assessment
- Preparatory work for training
- Conduct trainings
- Follow up activities such as meetings, film shows
- Engage with Mass media.
- Reporting and documentation of activities
- Monitoring of process

**Tasks of (Name of partner)**

- Organizing community members for training
- Organising logistics for training - training hall, seating arrangement, food
- Being part of training programme or other activity
- Attending partner meetings by head of the organization, or by the staff depending upon need of the situation( to be assessed by ABC)
- Being part of reporting and documentation work
- Field work or community engagement/ interaction to enable the community to take actions promised by them during the trainings
Follow up of cases raised/taken up by community
• Accompanying ABC staff for monitoring, evaluation, documentation, mid mass media activities.

Management of finances:
Both organizations will handle their respective financial matters. Neither of the two partners will expect any financial support from the other partner.

Ownership of results:
The results of the Training and community mobilization and follow up actions will be jointly owned by ABC and the (partner)

Claiming of credits
There are three parts of ABC’s work. The first part is the grassroots work that is done with the community through training, follow up activities and the final in the field follow up by the partner. This work is done in association with the partner, for which this MoU is arrived at.

The second part of the work is the running of Video Vans in the community, which may or may not be done in partnership with another partner agency. In former cases, where partner plays an active role, the credits will be jointly shared and the logos and names of both partners will be equally displayed on all communication and display material.

The third part is the mass media products developed by ABC at National level which may be showed to the public in project districts. These mass media products will be developed and owned by ABC and the partner will not have any credit for that.

Limitations of both partners

What ABC will not do:
• Will not go to community unless field staff of partners accompany ABC
• Will not guide the community directly.
• Will not claim single handed credit for the results achieved in the field.
• Will not meet the donor/monitors of the partner when they come for visits unless specifically asked by the partner.
• Will not claim credit for other results achieved by the partner independent of ABC.
• Will not engage with stakeholders who are not involved in the project.

What partner will not do:

• Will not claim single handed credit for the results achieved in the field.
• Will not claim credit for/in ABC mass media intervention.

As seen in figure 10 above, the MoU clearly states the intent of the MoU, who are signing it including their legal identities, what they will do and what they will not do. It also includes details about the financial matters and the results of the partnership. It leaves little room for doubt in the course of the partnership. This is true objective of a MoU.

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Cases studies

Breakthrough is an NGO with operations in India and United States. It works to prevent Violence against Women (VAW) and does so by using media – mass media, mid media and media at the grassroots besides training and community mobilization. Breakthrough’s operations have grown fast in India quite rapidly and beginning from two states, they are now present in several districts of 6 states and also in Nepal and Bangladesh.

What Breakthrough lacks is the presence at the grassroots level as it is not a grassroots level implementing organization and does not get involved into community organization and facilitation processes. This is also because it does not have the time that is required to organize the community. However, it is necessary for Breakthrough to work at the grassroots as the real change has to happen at that level, especially if not just increased awareness, but behaviour change has to take place.

So the approach Breakthrough has adopted, is to develop partnerships with grassroots organizations. The grassroots organizations have presence in the community, have rapport and have already organized communities into CBOs, SHGs, Youth clubs etc. The grassroots organizations with whom Breakthrough tries to establish partnership are the ones who share the objective of empowering women and reducing Violence against women and have a running program at the grassroots with adequate funding. What the grassroots organizations are failing to do is to forcefully deal with the issue of preventing VAW, which is the strength of

In order to develop these partnerships, Breakthrough has developed a process of developing partnership. The process begins with Breakthrough making a concept sharing presentation to the potential partner and clarifying the roles of both agencies. Only after the partner agrees to this idea, a joint planning session is organized with the partner making detailed plan further clarifying the common objective and detailing the tasks to be done by both agencies. The agencies also decide the joint planning as well as monitoring process. In fact with some of the initial partners, Breakthrough first sought feedback about its own working before providing any feedback to the partner about the work done by them. Breakthrough has also kept the budgets it uses to be open to the partners. Gradually the partners also opened up their budgets to Breakthrough.

Target 2025 (name changed), another intermediate organization, working on the issue of Disaster Risk reduction, has had different experiences. It also went looking for partners to implement its programs in several states. As Target 2025 had a good name in the DRR sector, it attracted lot of funds and the program grew rapidly and so did the number of partners. Three years into the working, review of couple of program of Target 2025 happened. The reviews highlighted some disastrous results. The quality of
houses constructed by Target 2025 and its partners was very poor. Also, the Insurance program had gone off very badly. People paid insurance premium but never got their receipts. There were blames of corruption. It was also alleged that the Income generation grants were not received in full by beneficiaries despite signing on more amounts. The implementing organizations said that this has everything to do with Target 2025 which did not keep them informed about anything much. The implementing organizations had no clear idea about the program or its budget and spending. They blamed Target 2025 for making very short visits with unclear agenda to the field. They also said Target 2025 never clarified the terms of relationship. It was also known that Insurance was done by an organization other than Target 2025 and that organization has had misunderstanding with Target 2025 and the relationship is over. There was in any case no written agreement between the two organizations.

Also from the DRR sector is the case of another organization which is an International organization called as Rapid Action (name changed). Rapid Action is known to make response to most emergency situations after the disaster. Rapid Action makes the assessment of the damage after the disaster and makes funds available to agencies which it calls as partners. Before an intervention is to be made, Rapid Action calls for a meeting of its potential partners who may be interested in making the intervention in the field. After a recent meeting after the Uttarakhand disaster, some of the implementing agencies came out of the meeting quite dismayed. The agencies felt that Rapid Action does not have the in depth understanding of the field situation which the agencies felt they had. The agencies also felt that Rapid Action was not seeking views of the agencies on the possible interventions to be made and was being quite prescriptive about interventions. The MoUs had a very set language which largely made the agencies receiving the money accountable to Rapid Action. The agencies decided to take up this issue with Rapid Action. When the matter was brought up in the next meeting, Rapid Action clarified that since they were the ones providing the money, they had every right to decide the action points and design the MoUs as well the way they wanted. The agencies highlighted their experience with other agencies like Dan Church Aid and some others who they said, provide money, but always involve the agencies in joint planning of the initiatives and also hold joint reviews with both the implementing agencies and money providing agencies providing feedback to each other. Rapid Action however was firm on its view and said it is for the agencies to accept or reject partnership.

It is quite common to hear various International organizations to refer the implementing organizations to whom they provide funds as Partners. At the same time it is also common to see the International Organizations organize partner consultations. They take inputs from “partners” on the program focus, approach and strategy. However it is often that the “Partners” say that their inputs do not find mention in the final documents that are produced by the International organizations. On the other
hand, the “Partners” also complain that the International organizations tend to dictate the agenda that “partners” should implement. As the money comes from the International organizations, the “Partners” have no choice but to accept the demands made by the International agencies.
LOST AT SEA

Name of the person:

Group No:

You have gone far in South Pacific Ocean in your ship. There was a fire in your ship and most of the material in the ship has burnt and completely damaged. Now, your ship is drowning. The instrument, which shows the direction, has broken, so it is difficult to make out at what place you are. Even still, if we make an assumption, you are 1000 miles away from the nearest shore.

The items listed below have 15 things, which are not damaged due to fire and are safe. Apart from all these things you have one rubber Raft with you, in which you can carry your crewmembers along with all these listed items.

You have to rank these items based on the priority/importance to save your life.

............... Sextant (Instrument which shows the direction)
............... Shaving mirror
............... 5 gallon water
............... Mosquito net
............... 1 bag of ration
............... Map of Pacific Ocean
............... Seat cushion (Swimming instrument recognized by coast guard)
............... 2-gallon mixture of oil gas
............... Small radio set
............... Shark repellant
............... 20 ft opaque plastic
............... 1 bottle of Rum
............... 15 ft nylon rope
............... 2 boxes of chocolate
............... Fishing kit
“PERSONAL EFFECTIVENESS”

Instructions: Please read each of the statements given below and indicate how much the statement is true of your behaviors by rating as follows:

4 : Most characteristic of you or you always seem to be doing this
3 : Fairly true of you or you seem to be doing this quite often
2 : Somewhat characteristic of you.
1 : Not characteristic of you or you do this only some times.
0 : Not at all characteristic of you or you do not do this

STATEMENTS

1. I find it difficult to be frank with people unless I know them very well
   ______________

2. Generally, I hesitate in expressing my feeling to others
   ______________

3. I am quite quick and strong in expressing my opinions in a group or to a person even if this may be unacceptable to them
   ______________

4. When someone discusses his / her problems, I do not share spontaneously my experience and personal problems of similar kind with him
   ______________

5. I enjoy talking with others about my personal concerns and matters
   ______________

6. I listen carefully to others' opinion about my behavior
   ______________

7. When someone directly tells me how he/ she feels about my behavior, I tend to close up and stop listening
   ______________

8. I take steps to find how my behavior has been perceived by the person with whom I have been interacting.
   ______________

9. If some criticizes me I hear him / her at that time but do not bother myself about it later
   ______________
10. I value what people have to say about my style, behavior etc

11. I tend to say things that turn out to be out of place

12. In hindsight, I regret why I said something tactlessly

13. I am particular to observe how a person will take what I am going to tell and accordingly communicate to them.

14. Most often I pick up cues about other’s feelings and reactions even when I am involved in arguments or conversation

15. I am often surprised to discover (or told) that people were put off or bored or annoyed when I thought they were enjoying interacting with me.