
Appendices

Appendix One: Partnering Continuum – Key Ingredients

Co-Existence

- know about each other but don't need to come together
- no direct relationships with other agencies
- no dependency or need to collaborate

Networking

- informal discussions
- information sharing is the basis
- no formal collective agreement on visions, tasks etc
- lower level of co-operation
- not about shared decision-making
- establishing and maintaining relationships
- about knowing and understanding who's doing what

Cooperation

- lower level of collaboration
- no fixed term long-term relationship implied
- acknowledgement of common issues/interests/agendas
- may involve helping another organisation to achieve their project/task etc
- may involve documentation such as a Memorandum of Understanding (MOU) that notes what will be worked on together
- no ongoing or formal commitment to each other

Collaboration

- has trust implicit
- is based on negotiated and agreed actions
- does not have to share same base values but have an agreed set of principles for working together
- has shared decision-making
- means giving up some things (ie. power and control)
- provides an opportunity to add value to others as well as to yourself
- sometimes documentation is prepared to support different types of collaborative effort

Partnership

- emotional/spiritual awareness of each other; that is, involves hearts, minds, passion
- work from an agreed shared values base eg. trust, honesty, openness etc
- sharing:
 - risks & rewards
 - resources

- accountability
- visions and ideas
- decision-making
- has a degree of formality and two/multi-way contractual and relational obligations
- processes, systems, and mechanisms are developed to support the partnership, eg. structures, contracts, principles and visions, plans, conflict resolution etc
- about shared power but not 50/50 notion of equality
- about the way things are done rather than the evenness (or not!) of power, control and resources
- resourcing/contributions about equitable rather than equal contributions; they may be in kind as well as monetary

Taken from Craig and Courtney 2004 - "The Potential of Partnership" pages 38-9

NOTE:

It has been pointed out that there are other kinds of relationships and potential partnering relationships that are not reflected on the partnering continuum presented. Many of the examples cited reflect organisations working in spaces to the left of the 'co-existence' box' ie. not yet on the continuum. There is a range of reasons why organisations may be in this 'negative' continuum space, for example:

- **Unintentional isolation** – some organisations may be genuinely unaware of opportunities to link or work with other organisations.
- **Competition** – these behaviours are often encouraged through the need to compete for limited funding against other organisations.
- **Adversarial relationships** – due to unresolved historical organisational conflict, personality conflicts, bad experiences of interagency working, and/or perceived differences in visions, values and ways of working.

Further thinking needs to be done to 'unbundle' and repackage the continuum to recognise these other perspectives.

Appendix Two: Agreement Types – Which One and When?

There are currently no hard and fast rules about what to call an agreement. Terminology in New Zealand is often interchangeably used to describe the same or very similar agreement types.

What follows below are some common agreement types and some possible meanings:

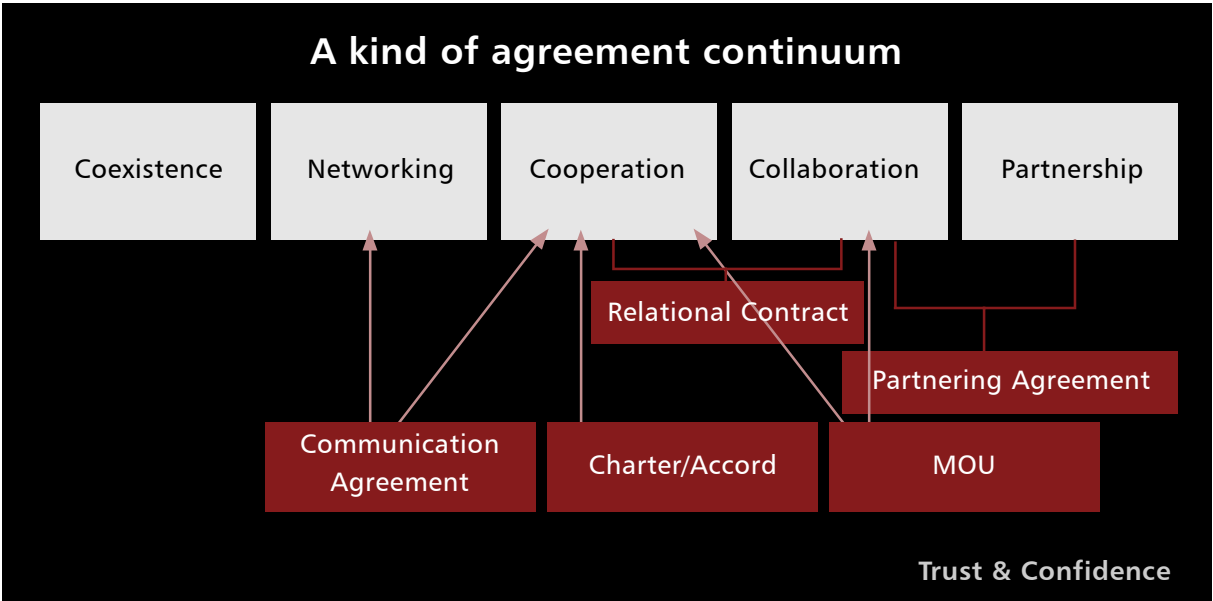
- **Charter/Accord** – generally a simple document that records high level commitment to a vision, principles and protocols for working together.
- **Communication Agreement** – generally identifies key contacts for projects that involve two or more agencies and identifies processes for ‘talking’ together on a regular basis.
- **Memorandum of Understanding** – a more traditional term that has been used to capture high level agreement between parties. It has a connotation of being more formal and doesn’t have a particularly ‘warm’ or relational feel to it. However, it effectively sets out areas of shared interest and joint activity without necessarily embracing everything that partnering implies.
- **Relational Contract** – a hybrid agreement that includes elements of working together or partnering and a contract for specific services.
- **Partnership or Partnering Agreement** – reflects shared visions, processes and frequently, roles, responsibilities for action and resourcing etc. Given that there are SIGNIFICANT implications of being in ‘partnership’ with another agency, it may be preferable and more accurate to develop a partnering agreement. This latter term is more flexible and reflects a much wider range of collaborative arrangements.

While it is not easy to identify a natural hierarchy of agreements, some trigger points related to different agreement types are noted below:

Agreement Type	Triggers	Comments
Charter/Accord	<ul style="list-style-type: none"> ■ Working together for the first time. ■ Probably at the cooperation box of partnering continuum. ■ At the start of the collaboration process & needs a foundation document. ■ Multiple parties involved. ■ Still at a high level/strategic phase. ■ Shared work programme or action plan not developed yet. ■ Useful for capturing and catalysing good will and intent rather than action. 	<ul style="list-style-type: none"> ■ Usually one page. ■ Signing is symbolic, usually involves political/agency heads.
Communication Agreement	<ul style="list-style-type: none"> ■ Large organisations involved. ■ Lots of missed or messy interactions currently. ■ Need to simplify/clarify who talks to whom, about what, and when. ■ Need for better dialogue and regular information sharing. ■ Probably relates best to the networking box of partnering continuum – with the agreement ‘institutionalising’ what is generally an informal process. 	<ul style="list-style-type: none"> ■ Strong internal communications processes required to ensure success.

Agreement Type	Triggers	Comments
Relational Contract	<ul style="list-style-type: none"> Have specific services and funding that one party will deliver on behalf of the other. Want to build or deepen relationships between parties over time. Ready to explore potential common ground and opportunities for future collaboration between the parties. 	<ul style="list-style-type: none"> Probably best relates to the cooperation box of partnering continuum (or possibly collaboration).
Memorandum of Understanding	<ul style="list-style-type: none"> Have clarity on the purpose for working together. Have broad agreement on how you'll work together and what you'll do. Want to keep the relationship fairly formal and clearly detail the expectations, tasks, processes etc. Agreement may be quite lengthy to cover all the details and to minimise risks. 	<ul style="list-style-type: none"> Unlikely to include detail on background to the parties or their coming together. Language generally quite formal and often legalistic. Best relates to collaboration box of continuum.
Partnering Agreement	<ul style="list-style-type: none"> Genuine willingness to come together and work in partnering ways. Broad agreement on shared vision and protocols for working, processes and mechanisms to support shared working. Shared work programme or action plan easily identified. 	<ul style="list-style-type: none"> Documentation of funding arrangements may sit separately to overarching partnering agreement. Best relates to collaboration box of partnering continuum, possibly partnership box – depending on relationships between the parties.

From Putting Pen to Paper 2006: pages 12-13



Frequently Used Acronyms

ACTIS	Aranui Community Trust Incorporated Society
BOP	Bay of Plenty
CCC	Christchurch City Council
CILT	Coromandel Independent Living Trust
COBOP	Community Outcomes Bay of Plenty
CPU	Crime Prevention Unit
DIA	Department of Internal Affairs
DOC	Department of Conservation
HNZC	Housing New Zealand Corporation
ishareBOP	Information Sharing Bay of Plenty
LTCCP	Long Term Council Community Plan
MOU	Memorandum of Understanding
MSD	Ministry of Social Development
NRC	Northland Regional Council
RDC	Rotorua District Council
RIF	Regional Intersectoral Forum
SIG	Strategic Implementation Group
SKIP	Strategies with Kids, Information for Parents
SRFA	Southern Rural Fire Authority
SCC	Safer Community Council
SWSCC	Southern Wairarapa Safer Community Council
WINFO	Waikato Information Forum
YTS	Youth Transitions Service

