

Working in Partnership



Using Models of
Partnership for
Evaluation

Dr. Francis Watkins



Introduction

- Models of Partnership
- Characteristics of Partnership
- Evaluating Partnerships and Influencing

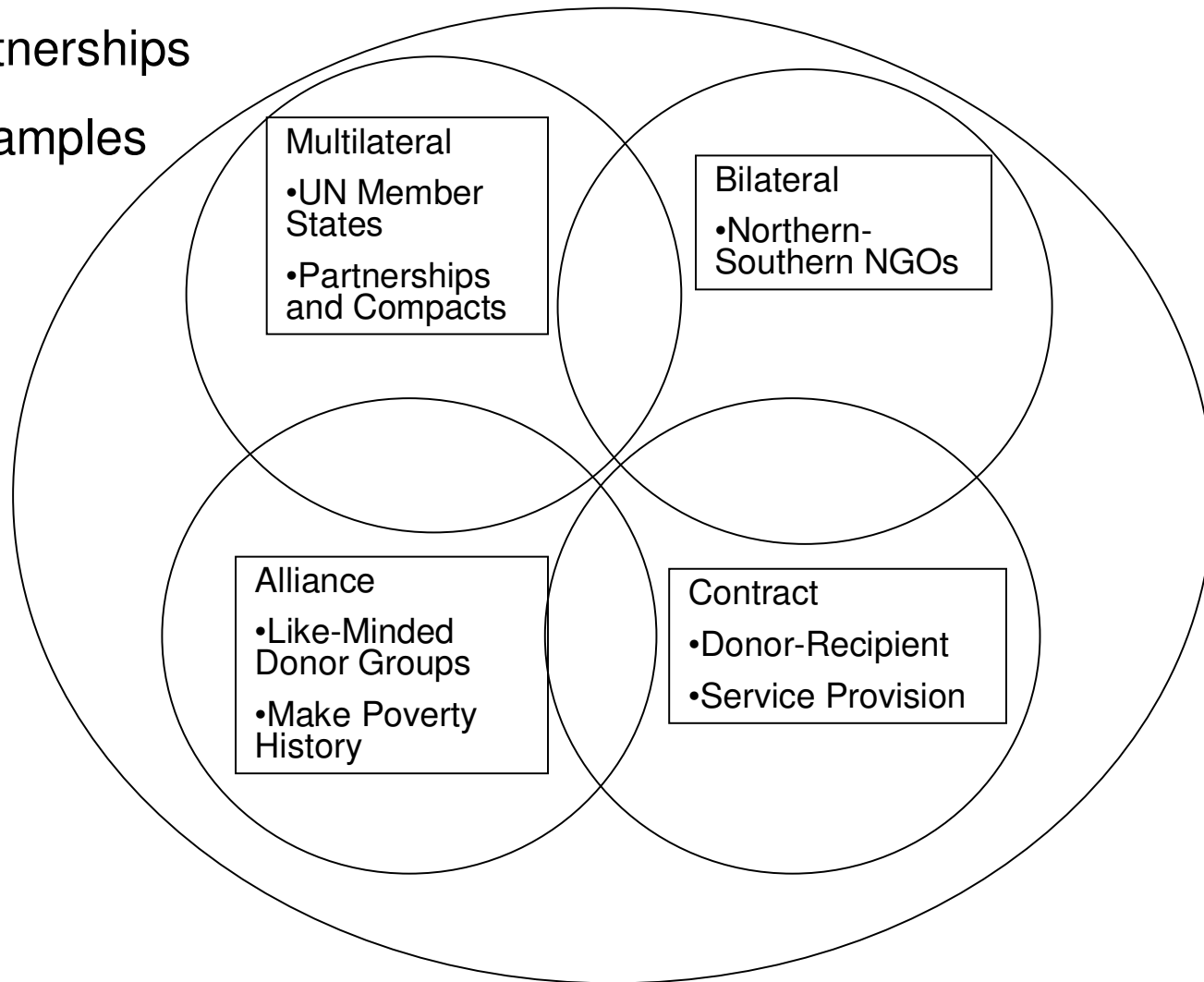


Wittgenstein's concept of Family Resemblances

- Connecting particular uses of the same word
- No essential core
- A complicated network of similarities, overlapping and criss-crossing
- Lacking boundaries

Partnerships

-Examples

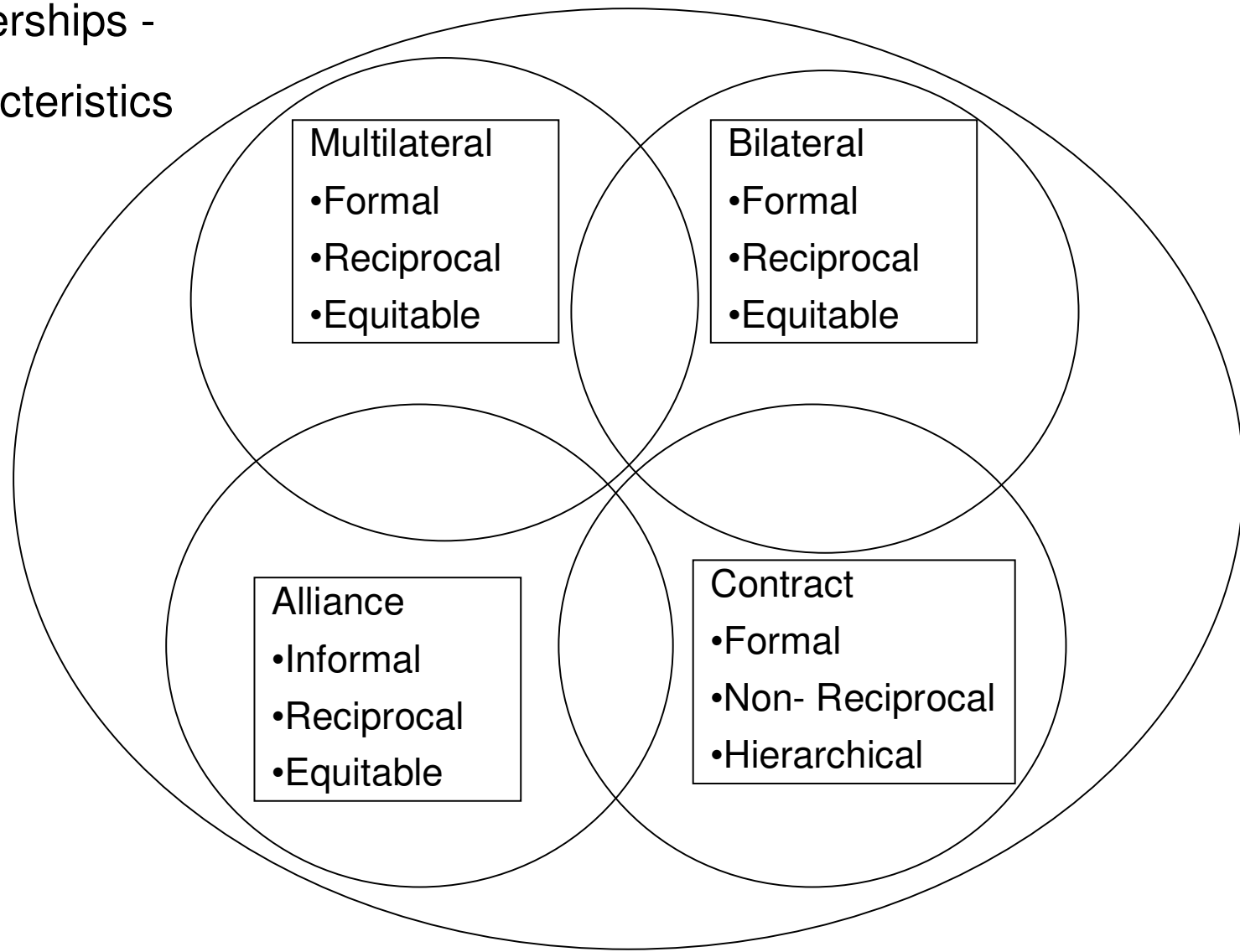




Partnerships - Issues

- Assumption that everybody is describing the same thing
- Assumption of homogeneity within relationships
- Understanding differences

Partnerships - Characteristics



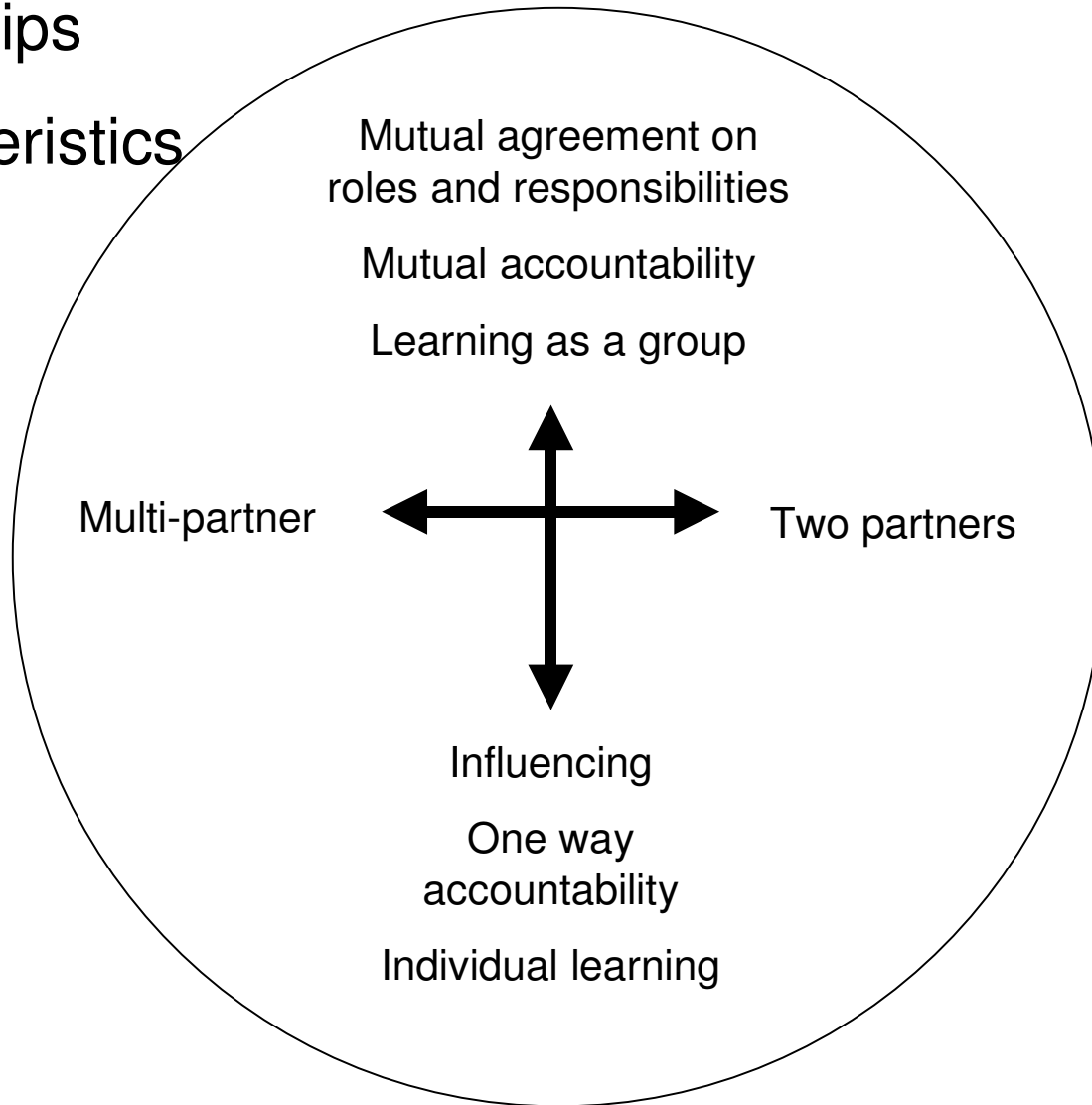


Using Characteristics

- Clarifying what is meant by partnership
- Understanding different perspectives
- Understanding change over time

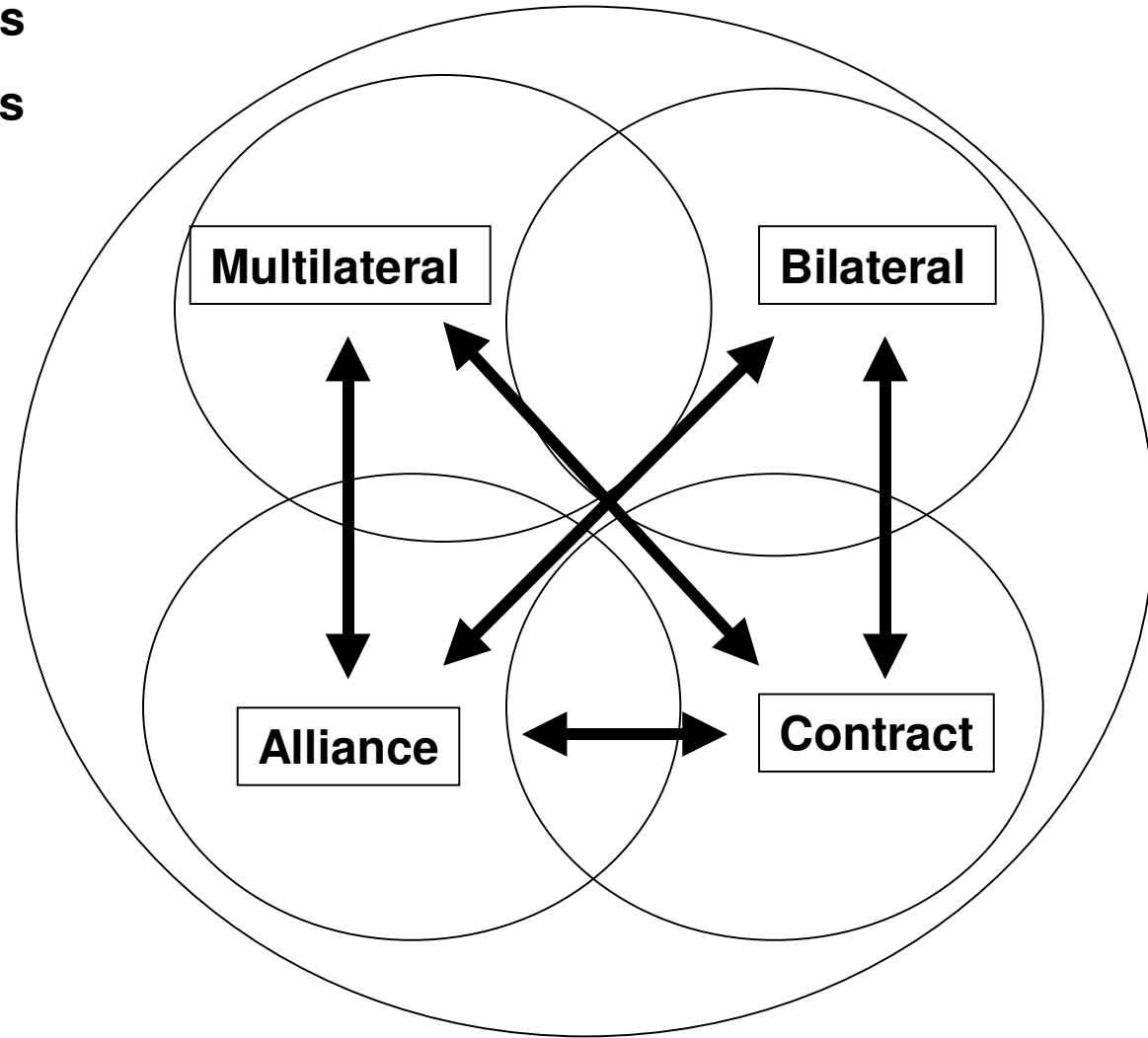
Partnerships

- Characteristics



Partnerships

- Aspirations
- Changes over time





Evaluating Partnerships

- Clarity on the Relationship
- Evaluating Changes
- Different Approaches to Evaluating Benefits



Evaluating Partnerships

- Clarity on the relationship- taking different perspectives into account
- DFID and WHO - not a partnership?
- DFID and UNICEF - expectations among different stakeholders

Evaluating Partnerships - VSO

| EVOLUTION OF PARTNERSHIPS OVER TIME | | | |
|---|---------------|---------------------|-----------------------|
| | WEAK | STRONG | |
| Nature of relationship | Exploitative | Negotiated | Empowering |
| What is shared | Funds | Objectives | Agenda |
| Where decision-making power lies | One-sided | Checked by one side | Equal |
| Perception by partners of relationship | Not important | | Both see as important |
| Ending a relationship | Abrupt End | | Mutually Planned |



Evaluating Partnerships

- A Means to an End
- Partnership as a 'Black Box'
- External Effectiveness only
- An End in Itself
- Looking inside the 'Black Box'
- Internal Quality of the Relationship



Means to an End - BPD

Four Stage Methodology

- Scoping to identify key indicators
- Data collection - baseline and changes
- Assessment of incremental contribution
- Value for money assessment - comparing benefits with costs



Means to an End - BPD

Assessing the 'added value' of partnership in stages three and four

- Considering each partners most likely alternative to partnership
- Comparing total costs of partnership with monetary and other benefits

End in Itself - USAID

| Domain | Dimension |
|----------------------------|---|
| Values and Capacity | Organisational Capacity |
| | Organisational Culture |
| | External Environment |
| Process | Communicating and Collaborating within the ISP |
| | Communicating and Collaborating outside the ISP |
| Impact | Impact on the Common Issue |
| | Impact on Partner Members |
| | Impact on Society |

End in Itself - USAID

| Dimension | Category |
|-----------------------------------|-------------------------------|
| Impact on the Common Issue | Resolution of issue |
| Impact on Partner Members | Sustainability of partnership |
| | Effect on partner members |
| Impact on Society | Social capital |
| | Enabling environment |



Evaluation

- Clarity on the relationship
- Changes in the relationship
- Assessing the end result