

An Exploration of Partnerships, Coalitions, Sole and Trans-organizational Systems and Community Partnerships Designing

Research Professor José G. Vargas Hernández, MBA; PhD
University Center for Economic and Administrative Sciences U of G., Mexico
josevargas@cucea.udg.mx

Mohammad Reza Noruzi, E.M.B.A, M.A
Islamic Azad University, Bonab, Iran
mr.noruzi@yahoo.com

Abstract: In the current turbulent environment with the inter-networked enterprises, by establishing effective community partnerships the opportunity of adaptive space, flatter and more democratic organizations and communities will be more effective. Organizations must create effective relations among themselves and others. In this time the issues like cooperation and relationships come up. Organizations should investigate themselves, scan and do scrutiny the environment precisely to create a sustainable community. This paper aims at reviewing some important aspects of community partnership design.

Keywords: practitioners; academic observers; the Asset-Based Community Development; community empowerment

JEL Classification: J5, M12, M54

1. Introduction

Today, a majority of practitioners and academic observers seem to agree that specific forms of long-term oriented co-operation between - in formal terms - independent firms and imply important advantages which would neither occur simply on the basis of purely opportunistic behaviour and short-term orientations nor would they arise from structures of central control and organizational integration (Bachmann, 2007).

Undoubtedly, the trend towards the establishment of close - and long-term oriented external relationships is strong and has also been confirmed by many contributions which in recent years discussed the characteristics of the system of interfirm relations (Bachmann, 2007).

The term partnership describes a very wide range of contracts and informal arrangements between firms and communities. The communities involved in partnerships range from local to global in scale. Partnerships are relationships and agreements that are actively entered into, on the expectation of benefit, by two or more parties. Partnerships are formed to address issues of collective implications of individuals at local and regional spatial levels, such as governance, quality of life, economic development, social cohesion, employment, etc. Partnerships are a means to share risk between the two parties, and third parties often playing an important supportive roles (Mayers & Vermeulen, 2002).

2. Characteristics of Effective Community Partnerships

Findings from the study conducted by the Centre for Substance Abuse Prevention (CSAP) have demonstrated that effective community partnerships include the following characteristics:

- A comprehensive vision that encompasses all segments in a community and aspects of community life.
- A widely shared vision that has been agreed on by groups and citizens across the community.
- A strong core of committed partners who have been involved in the partnership from the very beginning.
- An inclusive and broad-based membership that reflects the participation from all segments of the community, including the work place.
- Avoidance or quick resolution of conflict that might create a misunderstanding about a partnership's basic purpose.
- Decentralized units such as local planning councils or neighbourhood teams, which not only encourage action directed at the needs of the small areas within a community, but also enlist residents to take the necessary actions or decisions.
- Reasonable staff turnover that is not disruptive.

- Extensive prevention activities and support for local prevention. (CSAP, 2000).

Partnerships also strengthen democratic practices. The greatest challenge of community's partnerships is to use their own assets and to internalize the need to improve their life styles that can be achieved through individual and community empowerment. The factors that exist in a community are called assets defined by three interrelated characteristics: include the capacities of the members, internally focused and driven by relationships. To empower the community means that it may be able to create wealth and the basis of sustainable development using all the resources and all the vehicles at its disposal.

In community partnerships, power relations are modified among the main actors, NGOs, grassroots organizations, the private sector and local governments, as equal partners in consensus building and decision-making. As an essential element of development, community foundations bring together key stockholders as equal partners with their own unique assets and their know-how of the environment. Communities must become equal partners in the development process through the involvement of all their members in the analysis of existing assets as a starting point for launching an investment initiative, rather than become recipients in need of expertise.

Innovative solutions to challenges facing societies can be found through partnerships between government, firms, communities and civil society. Through partnerships, these economic agents may work together to design and adapt strategies and policies and take initiatives consistent with shared priorities to improve governance of local conditions.

3. Advantages of Partnerships

According to Cinnéide (2003) enhanced governance through partnerships enables society to solve problems more effectively through:

- Integrated holistic approach;
- Co-ordination of policies/actions;
- Participation of civic society in decision making;
- Empathy with local needs/conditions;
- Adaptation of policies/actions to local priorities;
- Custom-tailored area based strategies;

- Leveraging additional resources;
- Synergy from team effort.

Two ways to promote “investing in communities” are to involve the private sector and to focus on wealth creation rather than poverty alleviation. With partnerships the community brings other entities to be catalysts, facilitators and vehicles to mobilize resources. Partnerships are important to the private sector because they help to manage the expectations of the community. The private sector has the mechanism through which it can mobilize resources, assist governments and be a good partner for communities.

4. The Asset-Based Community Development (ABCD) Approach in Community Development

The Asset-Based Community Development (ABCD) approach locates the control of the development process in the hands of communities. Asset based community development is an approach to work at the community level influenced by theory and practice in areas of: community mobilizing (McKnight & Kretzmann, 1993) (Elliott, 1999) (Chambers & Cowan, 2003). Sustainable livelihoods (Bebbington, 2000) (Sen, 1981, 1984, 1999) (de Haan, 2000) (Sen & Klein, 2003), the UNDP sustainable livelihood model (UNCDF, 2001); the DFID model of sustainable livelihoods (Ashley & Carney, 1999) (Carney, 2002) and asset building.

Asset-based community development is a means by which communities recognize the value of the multiple assets that they have: Human, social, natural, physical, financial, technological, etc. The Asset-Based approach aims “to locate all of the available local assets, to begin connecting them with one another in ways that multiply their power and effectiveness, and to begin harnessing those local institutions that are not yet available for local development purposes.” (McKnight & Kretzmann, 1993). Also ABC may support a community to organize to mobilize these assets, build on and protect their asset base for sustained community development, position them as a sound investment to lever additional assets from multiple investors.

The assets based approach is an approach to citizen participation in low-income communities. Communities possess significant assets that can be mobilized and utilized, besides the need for external resources. These assets and capacities can be broken down into three categories:

- Primary building blocks assets that are located in the community and controlled by its members;
- Secondary building blocks are assets not under community control but which can be brought under its control;
- The third category is potential building blocks. McKnight and Kretzmann (1993).

Communities are not subjects; they are not recipients of aid. They are the architects of their own destinies. ABC locates control in the hands of communities, orients the policy and regulatory environment towards community level asset building for sustainable livelihoods. An ABCD tool uses is a type of analysis where you are looking at what's coming in, what is leaking out and what money is being circulated in the community.

As a methodology, asset based community development grew out of the findings of a study of communities that had spontaneously and dramatically improved their economies and social conditions over a period of several years (McKnight and Kretzmann, 1993), has been influenced by participatory methodological traditions and embraces the concept of asset-building, as well as asset-mobilization, for sustainable community-driven development. ABCD is one methodology to help organizations that work at the community level (either in a geographic sense or with target groups) stimulates an asset-based and community-driven development process.

5. Characteristics of the Asset Based Methodology

Some characteristics of the Asset Based Methodology for working at the community level are:

- Purposeful reconnaissance;
- Building a relationship with community members;
- Motivating community members;
- Identifying assets;
- Not mapping but organizing;
- Linking and mobilizing assets for initial community activity;

- Sustaining social and economic development over the longer term.

Application of ABCD is context specific and depends among other factors on the historic relationship between the intermediary organization and the community, power dynamics within communities, the capacity of formal and informal leadership in the community. Also, cultural factors and the relationship between communities and local and state governments (especially regarding access to assets) are important in the relationship context. A definition of community attempts to establish a common understanding of the complex concept of capacity building (McKnight and Kretzmann's, 1993).

In ABCD, a community explores its assets and organizes itself in order to mobilize those assets. The approach recognizes not only financial and natural assets, but human, physical and most importantly social assets – the latter being formal and informal associations, which become the vehicles for community development.

6. Important Community Assets

McKnight and Kretzmann (1993) have demonstrated that community assets are key building blocks in sustainable urban and rural community revitalization efforts. These community assets include:

- the skills of local residents;
- the power of local associations;
- the resources of public, private and non-profit institutions;
- the physical and economic resources of local places.

McKnight and Kretzmann (1993) found that local economic development is successful when communities are able to identify and mobilize their own assets before drawing on resources from outside and have “citizens” rather than NGOs or government agencies at the centre of the development activity

Partnerships are needed to achieve targets of long-term sustainable development. Partnerships provide a viable option for sustainable economic development and benefits for the stakeholders involved, promote transparency and accountability.

Partnerships are of interest in the search for effective governance mechanisms in an age of opportunities and threats created by globalization. Local partnerships in Mexico contribute to good governance. As a form of governance, partnerships may be weak if the capacity of partners is uneven and share different degree of legitimacy.

Co-operation and co-ordination fostered by partnerships are the result of the accountability framework reconciled with collective strategic planning. If local communities have weak capacity, participatory democracy and public accountability are challenged. Public sector, firms, communities and civil society as partners differ significantly.

The accountability of partnerships may be undermined when NGOs and the unstructured civil society are represented on a volunteer basis and their interests may not be the ones of the community, giving way to conflicts of interests. Elected officials are accountable to their constituencies and public officials are accountable to government. If large firms and governments are the stronger partners, may help to build the capacity of weak partners. Small and medium enterprises (SMEs) as partners may not be properly represented if there are not mechanisms to enable broad representation.

7. Coalitions, Partnerships, Alliances, Joint Venture or Consortiums

In order to define the types of organizations that can legitimately be labeled TSs, we might place multiparty organizations along a continuum that ranges from the loosest form of collaboration to the tightest. At the looser end of the spectrum are coalitions. They usually have the least structure, often relying only on terms of reference and a decision-making process, and are apt to be used for advocacy purposes. In that case, they forgo a vision development process in favor of a process for reaching agreement on objectives on an advocacy strategy. Coalition is a term favored by health promoters for a TS aimed at achieving common goals (Roberts, 2004, p.26).

Table 1. Continuum from the loosest to tightest collaborative structure



Source: (Roberts, 2004, p. 26)

In the following matrix that is based on Himmelman's matrix of strategies, illustrates the range of activities, resources, and characteristics for organizations and community relationships.

Table 2. Matrix of Strategies for Working Together

Type of relationship	Definition	Relationship	Characteristics	Resources
• Networking	• Exchanging information for mutual benefit	• Informal	• Minimal time commitments; Limited levels of trust; No necessity to share turf; Information exchange is the primary focus	• No mutual sharing of resources necessary
• Coordinating	• Exchanging information for mutual benefit; Altering activities to achieve a common purpose	• Formal	• Moderate time commitments; Moderate levels of trust; No necessity to share turf; Making access to services or resources more user friendly is the primary focus	• No or minimal mutual sharing of resources necessary
• Cooperating	• Exchanging information for mutual benefit; Altering activities and sharing resources to achieve a common purpose	• Formal	• Substantial time commitments; High levels of trust; Significant access to each other's turf; Sharing of resources to achieve a common purpose is the primary focus	• Moderate to extensive mutual sharing of resources and some sharing of risks, responsibilities, and rewards
• Collaborating	• Exchanging information for mutual benefit; Altering activities, sharing resources; and enhancing the capacity of another to achieve a common purpose	• Formal	• Extensive time commitments; Very high levels of trust; Extensive areas of common turf; Enhancing each other's capacity to achieve a common purpose is the primary focus	• Full sharing of resources and full sharing of risks, responsibilities, and rewards

Source: (Roberts, 2004, p. 28)

8. Sole organization vs. Trans-organizational systems (TSs)

If a sole organization joins with other organizations to create a trans-organizational system, more of the environment comes under the influence of the new TS. The turbulence caused by complex problems in the environment can be addressed by the consolidated resources and knowledge base of the new TS. The span of the TS covers considerably more than the single organization (Robert, 2004, p. 18)

Trans-organizational systems (TSs) are organizations too. They must meet the criteria specified above for organizations, including having a system principle and transforming knowledge by adding value. As organizations of organizations, they are functional social systems existing in the space between single organizations and societal systems such as government. They are able to make decisions and perform tasks on behalf of their member organizations, while the member organizations maintain their separate identities and goals (Robert, 2004, p.25).

Trans-organizational knowledge sharing with customers and business partners results in the mutual benefits of better customer service, more efficient delivery times, and more collaboration (Alrawi, 2007). This dynamic makes knowledge a commodity that can be exchanged for revenue or more knowledge (Alrawi, 2007). These concepts are characteristic of the trusted advisor relationship, in which the client organization relies upon the consulting organization for guidance, recommendations, and insight in addition to facts, figures, and designs. The trusted advisor relationship is an important element of *trans*-organizational collaboration, being both a requisite element for the process to occur, as well as a by-product of successful trans-organizational collaboration (Kleinfelder, 2008).

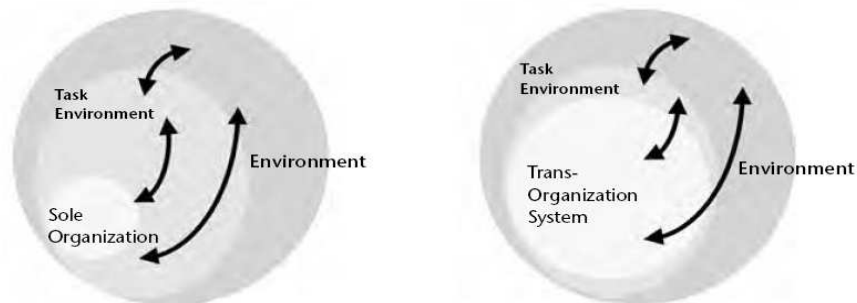


Figure 1. Sole and Trans- Organization Systems and Communities

Sole organization in its Environment Trans - organization system in its Environment

9. Trans-organizational Development for Community Development

In the organizational and management literature of the past 15 years or so, many successful inter-firm relationships are described as being based on a hybrid form of co-operation where business partners are 'neither friends nor strangers' (Lorenz 1988) and where the structure and quality of relations are constituted somewhere 'between market and hierarchy'. 'Strategic alliances' and 'organizational networks' are increasingly seen as a very promising form of trans-organizational relationships (Bachmann, 2007).

Trans-organizational Development (TD) is a purposive, planned change strategy concerned with creating and improving the effectiveness of inter-organizational coalitions. Unlike bounded, over organized systems found within most organizations, coalitions frequently exhibit indefinite boundaries and under organization (Sink, 1991).

As such, they may demand more than the traditional organization development (OD) strategies to effect change. A TD checklist was developed to guide change agents in dealing with coalitions. Developing or increasing shared norms and values, and establishing predictable, regular structures, roles, and technologies are primary tasks of the policy entrepreneur/TD change agent (Sink, 1991).

10. Trust, Power and Control in Trans-Organizational Relations

Large parts of the existing literature on trust building on wider political and philosophical aspirations are inspired by a harmonic vision and the deep desire to see benevolence and altruism prevail in social relationships between economic actors.

Against the background of this observation, the issue of trust has moved centre-stage in many contributions to the analysis of trans-organizational economic activities. Under current macro-economic developments, trust is seen as becoming the central mechanism to allow for an efficient solution of the problem of co-ordinating expectations and interactions between economic actors. While hierarchical relations are mainly controlled by bureaucratic procedures and top-

down mechanisms of co-coordinating interactions, market relationships between anonymous buyers and sellers are based on the idea that economic actors simply use their individual resources and market power to follow their idiosyncratic interests, irrespective of what damage they might impose upon others (Bachmann, 2007).

The possible problems connected to hybrid relations, such as the increased vulnerability of individual organizations or possible mutual blockages between them, particularly when fast decisions are needed; obviously rate low compared to the possible advantages, and are often altogether ignored in the literature (Bachmann, 2007).

Trans Organizational Competencies

The following are some characteristics of Trans Organizational Competencies

Organizational Capacity and Dynamics:

1. Creates and employs assessment models to assess organizational environment, needs, assets, resources and opportunities with respect to mission and policy development and assurance functions;
2. Identifies and communicates new system structures as need is identified and opportunity arises;
3. Develops system structures utilizing knowledge of organizational learning, development, behaviour and culture (NPHLDN, 2005).

Trans- Organizational Capacity and Collaboration

According National Publication Health Leadership Development Network about Trans- Organizational Capacity, (NPHLDN, 2005):

1. Identifies and includes key players, power brokers and stakeholders in collaborative ventures;
2. Develops, implements and evaluates collaborative and partnering strategies, including task force, coalition, and consortium development;

3. Facilitates networking and participation of all stakeholders including broad and diverse representation of private/public and traditional/non-traditional community organizations;
4. Facilitates identification of shared or complementary mission and creation of common vision;
5. Creates trans-organizational systems utilizing a common values based approach with ethical standards;
6. Develops and evaluates collaborative strategic action plans;
7. Facilitates change through a balance of critical tensions within collaborative systems.

11. Community and Community Partnership

Nowadays there are new communities for example online communities, online communities are network-based resources where people with common interests can go online to communicate (using list servers, bulletin boards, etc.) and share resources also Online communities exist on the Web for people with shared interests, for instance: Communities exist for sports, hobbies, parent groups and support groups (Lazar, 2002).

The mission of Community Partnerships is to create opportunities for all to pursue their dreams and engage fully them in community (CPI's Mission, 2009). Also according Jim & Patty Sherman:

"We firmly believe that our son's transformation would not have been possible without the support we received from Community Partnerships.

They have helped bring the joy of parenthood back into our lives and helped write a happy ending to the first chapter of his life."

So it should be provided direct services to organizations and adults with developmental disabilities to develop them well (CPI's Mission, 2009).

This is adopted as a move towards understanding of Community Partnership (Community Development Foundation, 1970).

A Good Community Partnership:

- Is crucially concerned with the issues of powerlessness and disadvantage: as such it should involve all members of society, and offers a practice that is part of a process of social change;
- Is about the active involvement of people in the issues which affect their lives. It is a process based on the sharing of power, skills, knowledge and experience;
- Takes place both in neighbourhoods and within communities of interest, as people identify what is relevant to them;
- Is collective process, but the experience of the process enhances the integrity, skills, knowledge and experience, as well as equality of power, for each individual who is involved;
- Seeks to enable individuals and communities to grow and change according to their own needs and priorities, and at their own pace, provided this does not oppress other groups and communities, or damage the environment;
- Where takes place, there are certain principles central to it. The first priority of the Community design process is the empowering and enabling of those who are traditionally deprived of power and control over their common affairs. It claims as important the ability of people to act together to influence the social, economic, political and environmental issues which affect them. Community Design aims to encourage sharing, and to create structures which give genuine participation and involvement;
- Is about developing the power, skills, knowledge and experience of people as individuals and in groups, thus enabling them to undertake initiatives of their own to combat social, economic, political and environmental problems, and enabling them to fully participate in a truly democratic process;
- Must take the a lead in confronting the attitudes of individuals and the practices of institutions and society as a whole which discriminates unfairly against black people, women, people with disabilities and different abilities, religious groups, elderly people, lesbians and gay men, and other groups who are disadvantaged by society. It also must take a lead in

countering the destruction of the natural environment on which we all depend. Community Development is well placed to involve people equally on these issues which affect all of us;

- Should seek to develop structures which enable the active involvement of people from disadvantaged groups, and in particular people from Black and Minority Ethnic groups (Community Development Foundation, 1970).

So in designing an effective partnership, designers should not them to implement them in their projects for a good community design.

12. The Design of Successful Community Partnerships

Collaboration is a process of participation through which people, groups and organizations work together to achieve desired results. Community collaboration has the goal to bring individuals and members of communities, agencies and organizations together in an atmosphere of support to systematically solve existing and emerging problems that could not be solved by one group alone (Schlechty in DeBevoise, 1986, p. 12). Collaborative community efforts are constructive responses to creating caring communities and expanding the safety net for children, youth and families (National Commission on Children, 1991) (Dryfoos, 1990) (Meszaros, 1993).

The word “collaboration” refers different types of relationship. Himmelman (1994) has identified stages toward collaboration continuum: Networking, coordinating, cooperating, and collaborating, both within organizations and among organizations, in a community session or an interagency group.

Table 3. The Collaboration Continuum

The Developmental Process of Effectively Working Together

Stages	Behaviour	Example
Networking Stage	Exchanging information for mutual benefit.	Community agencies serving the refugee population meet quarterly to provide the most recent information on anticipated arrivals, share upcoming dates of mutual interest, and introduce new staff members.

<p>Coordinating Stage</p>	<p>Exchanging information and altering activities for mutual benefit and to achieve a common purpose.</p>	<p>At one of the quarterly meetings, the county health department public health nurse hears about a “Welcome to the Community” dinner being hosted by a parish whose members are actively involved in sponsoring new immigrants. The health department has been concerned about the low participation rate among refugees who are eligible for well baby visits. The public health nurse asks the outreach worker organizing the event if it could also serve as the health department’s first contact with families. As a consequence, a number of refugees sign up for appointments at times their sponsors are also available, resulting in not only a higher rate of appointments but also kept appointments.</p>
<p>Cooperating Stage</p>	<p>Exchanging information, altering activities, and sharing resources for mutual benefit and to achieve a common purpose.</p>	<p>At the next quarterly meeting, the public health nurse reports on the higher use immigrants have made of the well baby clinics. This sparks a lively discussion about what else might be done to improve services to immigrants. At the meeting is a staff person from a private non-profit agency that has recently received a donation of computers for its computer literacy program. The staff person offers to locate some of those computers in the parish’s education centre, and is able to provide a staff person. The parish outreach worker also agrees to find qualified volunteers from the congregation who would be willing to spend a few hours each week staffing the “computer centre.” In this way the computer centre can be open for</p>

		<p>more hours in order to help new refugees gain computer skills that they can use for</p> <p>Job searches and forgetting news from home</p>
Collaborating Stage	<p>Exchanging information, altering activities, sharing resources, and enhancing the capacity of another for mutual benefit and to achieve a common purpose.</p>	<p>Over the succeeding months, these initial arrangements to co-locate services are successful. However, immigrants often pose questions to the computer centre staff (professional and volunteer) that they don't feel equipped to answer. The community agencies first decide to develop a training program for the computer centre staff, but quickly realize that people from all the agencies serving the refugee population could benefit. A team of people representing the health department, the local school district's ESL program, and the two sectarian non-profit agencies with primary responsibility for serving refugee families develops a topical "Helpful FAQs" training program. Topics are advertised through the network and offered on the first Monday of each month to anyone working with immigrants.</p>

Source: Based on Himmelman, Arthur T. (1994)

In linking and mobilizing assets, the Asset wheel model has been developed to show potential linkages among different assets, to identify initial activities and micro planning with interested community members.

To sustain the process requires demonstrating success as leverage for further investment, mobilizing additional resources through partnerships with outside agencies and strengthening association capacity, either through association of associations or Community Foundations.

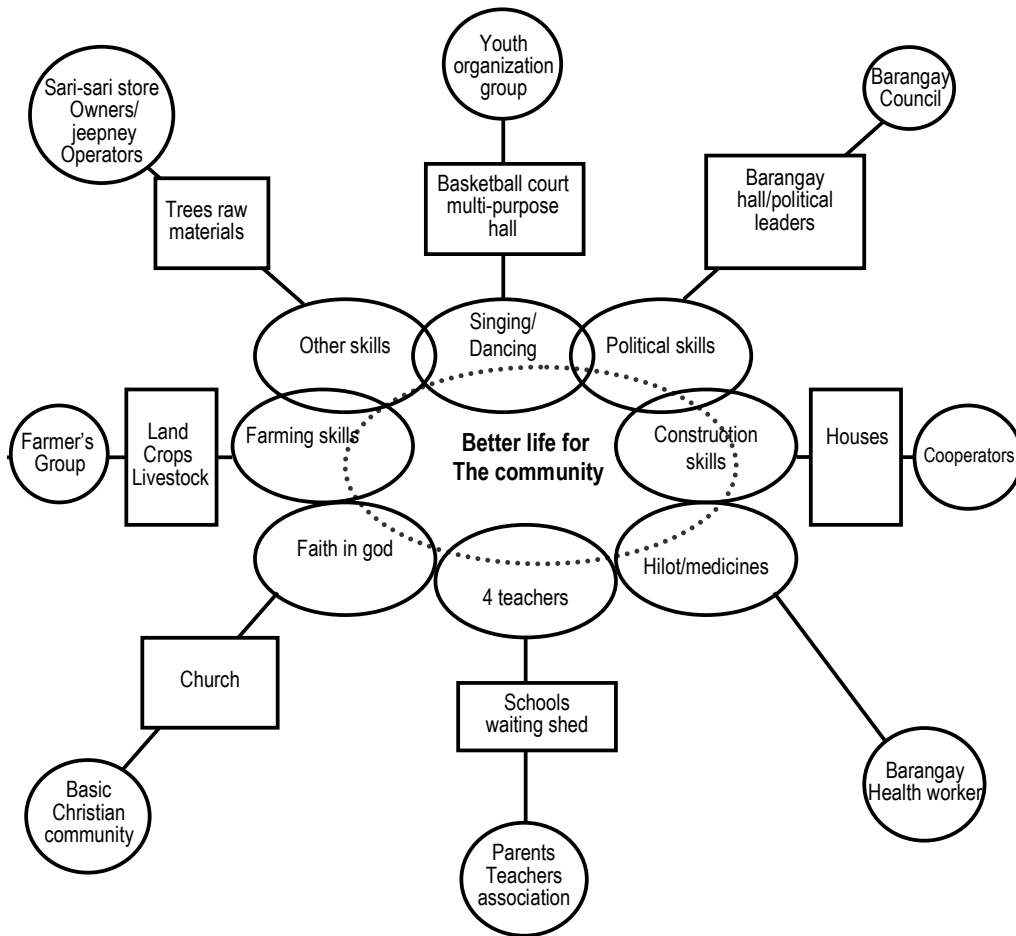


Figure 2. Partnership governance may be shaped empowering community partners to extend decision making and benefit sharing to all members of local society

Source: Brown & Reed (2001)

MSU Outreach Partnerships (Brown & Reed, 2001) consider the creation and implementation of an evaluation design, based on asset-derived outcomes, to be an integral component in the creation, and self-informational process, of social change. Based on Wilber’s (1995) theory of development, and the works of United Way of America (1996) and Andrews, Reed, Brown, et al, a chart has been developed as a tool in using outcome evaluation design under different aspects of development.

Community linkage is a group of individuals or agencies working together to achieve common goals. The types of group linkages can be networks, coalitions, alliance or cooperation, coordination or partnerships and collaborations.

Table 4. Community linkages

Community Linkages - Choices and Decisions

Levels	Purpose	Structure	Process
Networking	<ul style="list-style-type: none"> * Dialog and common understanding * Clearinghouse for information * Create base of support 	<ul style="list-style-type: none"> * Loose/flexible link * Roles loosely defined * Community action is primary link among members 	<ul style="list-style-type: none"> * Low key leadership * Minimal decision making * Little conflict * Informal communication
Cooperation or Alliance	<ul style="list-style-type: none"> * Match needs and provide coordination * Limit duplication of services * Ensure tasks are done 	<ul style="list-style-type: none"> * Central body of people as communication hub * Semi-formal links * Roles somewhat defined * Links are advisory * Group leverages/raises money 	<ul style="list-style-type: none"> * Facilitative leaders * Complex decision making * Some conflict * Formal communications within the central group
Coordination or Partnership	<ul style="list-style-type: none"> * Share resources to address common issues * Merge resource base to create something new 	<ul style="list-style-type: none"> * Central body of people consists of decision makers * Roles defined * Links formalized * Group develops new resources and joint budget 	<ul style="list-style-type: none"> * Autonomous leadership but focus in on issue * Group decision making in central and subgroups * Communication is frequent and clear
Coalition	<ul style="list-style-type: none"> * Share ideas and be willing to pull resources from existing systems * Develop 	<ul style="list-style-type: none"> * All members involved in decision making * Roles and time defined * Links formal with written agreement 	<ul style="list-style-type: none"> * Shared leadership * Decision making formal with all members * Communication is

	commitment for a minimum of three years	* Group develops new resources and joint budget	common and prioritized
Collaboration	* Accomplish shared visions and impact benchmarks * Build interdependent system to address issues and opportunities	* Consensus used in shared decision making * Roles, time and evaluation formalized * Links are formal and written in work assignments	* Leadership high, trust level high, productivity high * Ideas and decisions equally shared * Highly developed communication

Source: Community Based Collaborations- Wellness Multiplied 1994, Teresa Hogue, Oregon Center for Community Leadership.

Collaborations have common elements; grounding, core foundation, outcomes, process and contextual factors.

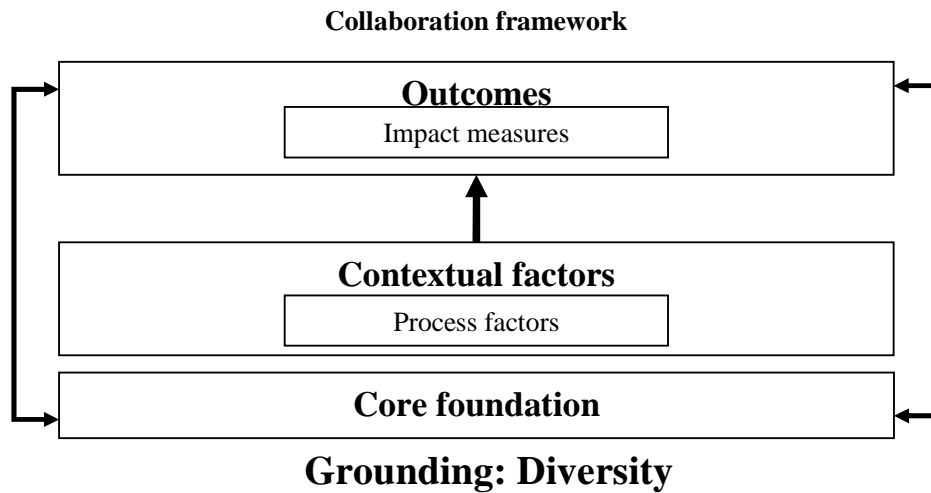
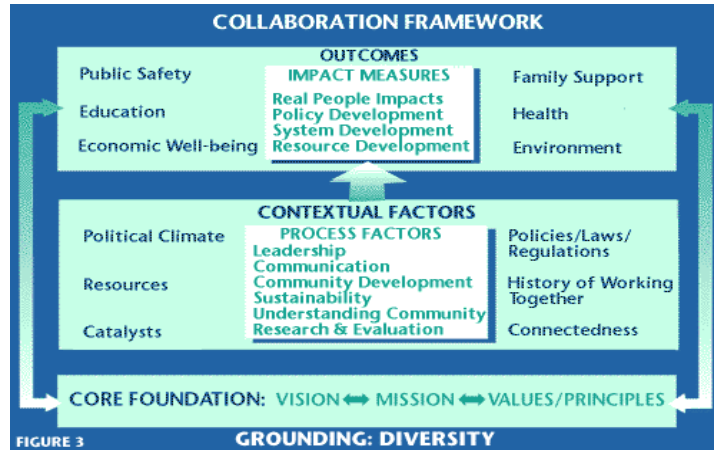


Figure 3. Collaboration framework

Source: National Network for Collaboration (2004).

The elements of collaboration are grounded in valuing and respecting diversity. The core foundation is the common ground of understanding and common purpose. The outcomes are the desired “conditions” for the community and the contextual and process factors are environmental conditions that can enhance or inhibit collaborations.



Collaboration framework

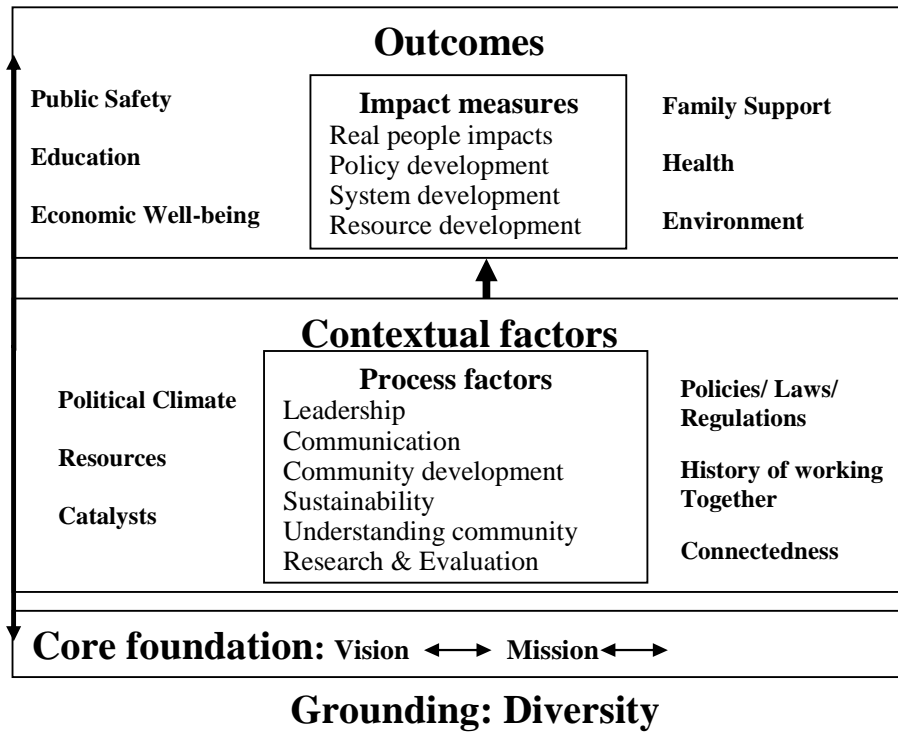


Figure 4. Collaboration framework

Source: National Network for Collaboration (2004)

Table 5. Phases of Operationalizing the Outcome Evaluation within Organizations

Wilber's Aspects of Development				
Sequential Phases	Individual Intention	Individual Behaviour	Collective Culture	Collective Structure
Pre-Belief Phase	<ul style="list-style-type: none"> • No individual belief on the importance of outcome evaluation • Lack of evaluation skills 	<ul style="list-style-type: none"> • Haven't started: Lack of evaluation practice or behoove 	<ul style="list-style-type: none"> • No mutual understanding of outcome evaluation • No mutual agreement on its importance 	<ul style="list-style-type: none"> • Lack of evaluation structures and tools
Getting Ready Phase	<ul style="list-style-type: none"> • Understand key terms • Personal commitment • Time commitment 	<ul style="list-style-type: none"> • Get ready: Assemble & orient outcome work team 	<ul style="list-style-type: none"> • Mutually understand & agree upon expectations & plans • Peer, Management, Organizational commitment • Resource/Time commitment 	<ul style="list-style-type: none"> • Adopt timelines
Choosing Outcomes Phase	<ul style="list-style-type: none"> • Understand relationship between activities & initial, intermediate, long-term outcomes 	<ul style="list-style-type: none"> • Choose outcomes: Construct logic models 	<ul style="list-style-type: none"> • Mutually agree on outcomes to measure 	<ul style="list-style-type: none"> • Adopt logic models
Choosing Indicators Phase	<ul style="list-style-type: none"> • Understand what constitutes an indicator 	<ul style="list-style-type: none"> • Choose indicators: Specify one or more indicators for each outcome 	<ul style="list-style-type: none"> • Mutually agree upon indicators specified 	<ul style="list-style-type: none"> • Evaluation Plan • Document
Preparing for Data Collection	<ul style="list-style-type: none"> • Understand data sources • Understand 	<ul style="list-style-type: none"> • Prepare to collect data: - Identify data 	<ul style="list-style-type: none"> • Mutually agree on data sources, collection 	<ul style="list-style-type: none"> • Evaluation Plan • Data

Phase	data collection methods & instruments	source for Chosen indicators - Design data collection methods & tools	methods, tools	collection tools • Data collection procedures • Data Storage
Trial Run Phase	• Understand the importance of a trial run	• Try out measurement system: Conduct a trial run	• Mutual agreement on resource allocation for a trial run	• Evaluation Plan • Data collection tools • Data collection procedures • Data Storage – Statistics program
Analyzing and Reporting Phase	• Understand data analysis strategies and techniques • Understand reporting methods and formats	• Analyzing & reporting: - Analyze data - Report findings	• Mutual agreement on type of data analysis, report items, and formats • Mutual agreement on resource allocation to do analysis and publish report	• Data Storage – Statistics program • Report software
Continuous Improvement Phase	• Believe that continuous improvement is important • Understand results of the trial run	• Improve measurement system: Enact improvement strategies • Continue outcome evaluation efforts	• Mutually agree on what the trial run tells us and subsequent improvement strategies. • Mutual agreement on resource allocation for continued	• Continuous improvement documents and structures. • Evaluation Plan • Data collection tools • Data collection

			outcome evaluation.	procedures • Data Storage – Statistics program
Use Findings Phase	• Understand relationship between findings and program interventions	• Use findings: Determine and enact intervention improvement findings	• Mutually agree on what the findings tell us and what subsequent intervention improvement strategies should be	• Program management structure • Program intervention structure

Source: Brown & Reed (2001). Phases of operationalizing outcome evaluation within organizations, Michigan State University Outreach Partnerships

13. Characteristics of Autonomous Model of Partnership for Participatory Planning

An autonomous model of partnership for participatory planning processes to improve local governance in Mexico is required, according to Cinnéide (2003), with the following characteristics:

- Genuine and Sustained Involvement on Equal Basis;
- Inclusive of Public, Private and Community Interests;
- Representative Legitimacy of Partners;
- Partners need to be empowered to Exert Equal Influence;
- Clearly Defined Role.

Governments may promote partnerships by appropriate legislation, fiscal incentives and corporate laws aimed to achieving supportive institutions and policies.

Cinnéide (2003) suggests that a new local governance framework should be:

- Supportive Policy framework (providing steering, technical support, flexible funding);

- Education/Training Programs (to enable local actors to strategically plan and manage local development);
- Development of Community Capacity (aimed at mobilizing and empowering local inhabitants);
- Endogenous Development (local territorial approach, stress on local participation and local control, partnership-led cooperative actions).

14. Conclusions

The importance of Community design and innovative organizational structures within the knowledge-based modern economy is becoming increasingly important and has received greater attention in the literature recently (Kleinfelder, 2008).

Before trans-organizational collaboration can be effective, the potential collaborating organizations must have some mastery of internal knowledge management practices and functioning communities of practice (Kleinfelder, 2008).

Community development is the process of mobilizing communities to address important issues and build upon the strengths of the community.

Development agencies may give funding support to firm-community partnerships focusing on local organizations that can deliver benefits to members of the local community.

Proactive planning to pre-empt the company in design and organization of key aspects of partnerships is a success factor for improvement of partnerships over time. Longevity is not always a good indicator of a successful partnership. The Boise Cascade joint venture in Mexico ended as a partnership in a shambles of losses, recrimination and violence. A "loose-tight" flexible model of management may be a partnership principle and a practical solution. To maximize partners' benefits, the partnership may manage risks (Mayers and Vermeulen, 2002).

Also in designing community partnerships communities first should note for community development process. Community development is a structured intervention that gives communities greater control over the conditions that affect their lives. This does not solve all the problems faced by a local community, but it does build up confidence to tackle such problems as effectively as any local action can. Community development works at the level of local groups and organizations

rather than with individuals or families. The range of local groups and organizations representing communities at local level constitutes the community sector. Also Community development is a skilled process and part of its approach is the belief that communities cannot be helped unless they themselves agree to this process. Community development has to look both ways: not only at how the community is working at the grass roots, but also at how responsive key institutions are to the needs of local communities".

15. References

- Al-Hawari, M. (2007). The Importance of the Four Knowledge Management Styles to Industry: Using the HSD Post Hoc Test. *Journal of Knowledge Management Practice*, Vol 8, no. 3.
- Ashley, C. & Carney, D. (1999). *Sustainable Livelihoods: Lessons from Early Experience*. London: DFID.
- Bebbington, A. (2000). Reencountering Development: Livelihood Transitions and Place Transformations in the Andes. *Annals of the Association of American Geographers* 90 (3), pp. 495-520.
- Brown & Reed (2001) *Phases of operationalizing outcome evaluation within organizations*. Michigan State University Outreach Partnerships.
- Carney, D. (2002). *Sustainable Livelihoods Approaches: Progress and Possibilities for Change*. London: DFID.
- Cinnéide, Micheál Ó. (2003). *Partnership and Participatory Planning Processes: Toward a New Local Governance Framework in Mexico*. OECD Conference on Partnerships and Community Capacity Building Cuernavaca, 26 June, 2003.
- Chambers, Edward T. & Cowan, Michael A. (2003). *Roots for Radicals: Organizing for Power, Action, and Justice*. New York: Continuum.
- Community Based Collaborations - Wellness Multiplied 1994*. Teresa Hogue, Oregon Centre for Community Leadership.
- Community Development Foundation, 1970, Community Development as a Process*. Edited by Lee J Cary, University of Missouri Press, Columbia USA. 1970. Available at: <http://maaori.com/develop/commwhat.html>
- CPI's Mission, Community Partnership Inc Mission, 2009 available online at: <http://www.compart.org/index.html>
- CSAP (2000). Community Partnerships Work In Preventing Substance Use. *Prevention Alert*. Volume 3. No. 14. Mayo 8. 2000.
- De Haan, L. (2000). Globalization, Localization, and Sustainable Livelihood. *Sociologia Ruralis* 40 (3), pp. 339-364.
- Dryfoos, J. G. (1990). *Adolescents at risk: Prevalence and Prevention*. New York: Oxford University Press.
- Elliot, Charles (1999). *Locating the energy for change: an introduction to appreciative inquiry*. Winnipeg: International Institute for Sustainable Development (WIISD).

- Himmelman, Arthur T. (1994). Communities Working Collaboratively for a Change. in *Resolving Conflict Strategies for Local Government Margaret Herrman*. Ed. Washington, D. C.: International City/County Management Association, pp. 27 -47.
- Kleinfelder, Jeffrey & Hale R. (2008). *Trans-Organizational Collaboration Models for Technical Solutions and Best Practice Development*. Journal of Knowledge Management Practice, Vol. 9, No. 3, September 2008.
- Lazar, Jonathan (2002). *Managing IT/Community Partnerships in the 21st Century*. ISBN 1-930708-33-5.
- Mayers, James & Vermeulen, Sonja (2002). *Company community forestry partnerships: from raw deals to mutual benefits*. London: International Institute for Environment and Development (IIED).
- McKnight, J. (1995). *The careless society: Community and its counterfeits*. New York: Basic Books.
- McKnight, J. & Kretzmann, J. (1993). *Building Communities from the Inside Out, Center for Urban Affairs and Policy Research*. Evanston: North-western University.
- Meszaros, P. S. (1993). *The 21st Century Imperative: A Collaborative Ecological Investment in Youth*. Journal of Home Economics, Fall, p. 11-21.
- National Commission on Children. (1991). *Beyond Rhetoric: A New American Agenda for Children and Families*. Washington, DC: Author.
- National Network for Collaboration (2004).
- National Publication Health Leadership Development Network* (2005), available online at: www.heartlandcenters.slu.edu/nln/about/framework.pdf.
- Roberts, Joan M. (2004). *Alliances, Coalitions and Partnerships*. Building Collaborative Organizations.
- Sen, A. (1984). Rights and Capabilities, in Sen, A. *Resources, Values and Development*. Oxford: Basil Blackwell, pp. 307-324.
- Sen A.K. (1981). *Poverty and families. An essay on entitlement and deprivation*. Oxford: Oxford University Press.
- Sen, Rinku and Klein Kim (2003). *Stir it up: Lessons in community organizing and advocacy*. John Wiley & Sons, Inc.
- Sen, A. K. (1999). *Development as freedom*. New York: Oxford University Press.
- Schlechty in DeBevoise, (1986),
- Sink, David W. (1991). Trans-organizational Development in Urban Policy Coalitions. *Human Relations*. Vol. 44, no. 11, pp. 1179-1195. DOI: 10.1177/001872679104401103
- United Way of America. (1996). *Measuring program outcomes: A practical approach*. Washington, D.C.: Author.
- UNCDF (2001). *Microfinance & Sustainable Livelihood* (Feasibility Study Mission Report) UNDP/UNCD United Nations Capital Development Fund.
- Wilber, K. (2000). *Sex, ecology, spirituality – The spirit of evolution*. Boston & London: Shambhala.