

**FACTORS INFLUENCING THE STRENGTH OF  
COLLABORATIVE PARTNERSHIPS: THE CASE OF  
INTERNATIONAL PARTNERS IN MISSION, KENYA**

**By  
Kikuvi, Margaret Mbithe**

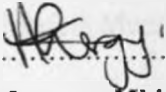
**A RESEARCH PROJECT SUBMITTED IN PARTIAL  
FULFILMENT FOR THE AWARD OF MASTER OF ARTS  
DEGREE IN PROJECT PLANNING AND MANAGEMENT OF  
THE UNIVERSITY OF NAIROBI**



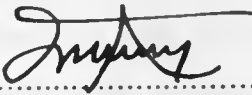
**September 2008**

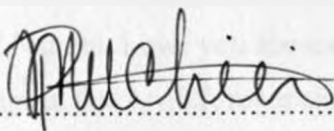
**declaration**

This Research project is my original work and has not been submitted for a degree in any other University.

Signed.......... Date..... September 15, 2008.....  
**Kikuvi, Margaret Mbithe**  
Registration Number: L50/P/7190/06

This Research project has been submitted with our approval as the University supervisors

Signed.......... Date..... 16-09-2008.....  
**Dr. J.M Munyoki**  
**Lecturer,**  
**Department of Business administration**  
**University Of Nairobi**

Signed.......... Date..... 17/09/08.....  
**Ms. Patricia Muchiri**  
**Lecturer,**  
**Department of Extramural studies**  
**University of Nairobi**

## **Acknowledgements**

I am grateful to my supervisor Dr. Munyoki for the positive criticism, guidance and patience throughout the project. Further, I appreciate the positive criticism, guidance and support from my defense panellists; Professor Maitho, Dr. Lilian Otieno, Dr. C.M Gakuu, Dr Harriet Kidombo, Ms. Patricia Muchiri, Mr. Peter Nzuki and Mr. Jackson Mabera.

Special thanks to Joseph Francis Cistone the Chief Executive Officer, International Partners in Mission (IPM) and John Coughlin, the Director of Partnerships and Programs and my immediate job supervisor for allowing me to carry out the research (and the financial support) while discharging my duties as the Regional Coordinator for Sub-Sahara Africa.

I am greatly indebted to my best friend and husband, Nelson Okenye who has always believed in me and my abilities is the greatest inspiration for my undertaking the Masters course and fulfilling all its requirements. You and Hope are the reason I can finally breath a sigh of relief after depriving you the time we should have spent together, I will forever be grateful. To Emma Nduku Muia, thanks for being the mother Hope needed in my absence.

And to all my Lecturers and the pioneer class of Masters in Project Planning and Management of the University of Nairobi, I owe you the success of this project. Our interaction both in class and outside left an imprint that I will forever cherish. Thank you all and God bless you.

## **Dedication**

This work is dedicated to Hope Yunuke my daughter whose 2004 arrival in our family opened a new chapter in my life.

## **abstract**

This project identified the factors that influence the strength of collaborative partnerships with a special focus on partners working with International Partners in Mission (IPM) in Kenya. A critical examination of the status of the partnership in Kenya was done.

The data was gathered using questionnaires, interviews, focus group discussions and observations. Documents related to partnership were also reviewed. The main findings of the study were that; first, the project partners lacked an understanding as to the scope, mandate and the duration of the partnership. Secondly, the partnership structures do not promote ownership and sustainability of the projects as most partnerships depend on personalised relationships.

In making recommendations for the partnership, the focus was on how best it can be strengthened both in the short and long term. Four key recommendations are proposed. First, the partnership needs to clarify to each partner its scope, terms and mandate. Secondly, the partnership structures need to be strengthened in order to achieve sustainable impact in the communities served. Thirdly, the governance and the use of partnership resources should be improved and finally build the capacity of the project partners.

The report is presented in five chapters: Chapter one discusses the background to the study. The second chapter reviews relevant literature. Chapter three presents the research methodology and shows how the data will be collected and analyzed. Data analysis and presentation is in chapter four. The last chapter presents the main conclusions of the study, recommendations for enhancing the impact of partnerships and the scope for further research.

## Table of Contents

	<b>Page</b>
declaration.....	i
acknowledgement .....	ii
dedication.....	iii
abstract.....	iv
list of tables.....	viii
list of figures .....	ix
list of abbreviations.....	x
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background to the study .. .....	1
1.1.1 International Partners in Mission (IPM) .....	2
1.1.2 Kenya Project Partners.....	3
1.2 Statement of the problem.....	5
1.3 Purpose of the study.....	6
1.4 Objectives of the study.....	6
1.5 Research Questions.....	6
1.6 Significance of the study.....	7
1.7 Limitations of the study.....	7
1.8 Conceptual definition of terms.....	8
1.9 Summary .....	9
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>10</b>
2.1 Introduction.....	10
2.2 Partnership and its characteristics.....	10
2.3 Partnerships and development. ....	12
2.4 Non-Governmental Organizations and Capacity Building.....	14
2.5 The conceptual Framework.....	14
2.6 Summary .....	17

<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>19</b>
3.1 Introduction.....	19
3.2 Research design .....	19
3.3 Target Population.....	19
3.4 Sample Size and Sampling Design .....	20
3.5 Research Instruments.....	20
3.6 Pilot Study.....	20
3.7 Data Collection Procedure .....	21
3.8 Reliability.....	21
3.9 Validity .....	21
3.10 Data Analysis.....	22
3.11 Ethical issues considered. ....	22
3.12 Summary .....	23
<b>CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION ...</b>	<b>24</b>
4.1 Introduction.....	24
4.1.1 Focus Group Discussion (FGD).....	25
4.2 Sample Characteristics:.....	26
4.2.1 Respondents.....	26
4.2.2 Position/title of the respondent in the project .....	27
4.2.3 Knowledge of IPM.....	27
4.2.4 Length of Partnership.....	28
4.2.5 The initial goals of the project .....	29
4.2.6 Integration of goals .....	30
4.2.7 Partnership and organization's activities .....	30
4.2.8 Flow of communication and decision making .....	31
4.2.9 Conflict analysis and resolution.....	32
4.2.10 Decision making bodies .....	32
4.2.11 Partnership decision makers .....	33
4.2.12 Feed-back to partner .....	35
4.2.13 Partnership representatives' selection.....	35

4.2.14 Training and Reinforcement .....	36
4.2.15 Duration of the partnership .....	37
4.2.16 Sustainability Plan .....	37
4.2.17 Accountability Measures .....	39
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>41</b>
5.1 Summary of the main findings.....	41
5.2 Conclusions.....	41
5.2.1 Understanding of the Partnership.....	42
5.2.2 Partnership structure and effective/efficient implementation of projects for sustainability .....	42
5.3 Recommendations.....	42
5. 4 Suggested areas for further research.....	43
<b>REFERENCES.....</b>	<b>44</b>
<b>APPENDICES.....</b>	<b>48</b>
Appendix 1: Questionnaire/Schedule .....	49
Appendix 2: Focus Group Discussion Questions .....	52
Appendix 3: Observation guide. ....	53
Appendix 4: Collaborative Partnership Structure and Practice: A Scan of Literature .....	54
Appendix 5: CARE Partnership Principles.....	58
Appendix 6: CRS partnership Principles.....	61
Appendix 7: Operational plan for the Recommendation.....	67
Appendix 8: Work plan.....	69
Appendix 9: Budget.....	70



### list of tables

Table 4.1	Name of the organisation.....	26
Table 4.2	Title of the respondent.....	27
Table 4.3	Source of information.....	28
Table 4.4	Length of partnership.....	28
Table 4.5	The initial goals of the partnership.....	29
Table 4.6	Integration of goals.....	30
Table 4.7	Partnership and organisations activities.....	31
Table 4.8	Flow of communication and decision making.....	31
Table 4.9	Conflict analysis and resolution.....	32
Table 4.10	Decision Making.....	32
Table 4.11	Partnership decision makers.....	33
Table 4.11a	Partnership decision makers per cluster (i).....	33
Table 4.11b	Partnership decision makers per cluster (ii).....	34
Table 4.12	Feedback to Partner.....	35
Table 4.13	Partnership representative selection.....	36
Table 4.14	Training and reinforcement.....	36
Table 4.15	Duration of Partnership.....	37
Table 4.16	Sustainability Plan.....	38
Table 4.16a	Sustainability Plan per cluster.....	38
Table 4.17	Accountability measures.....	39
Table 4.17a	Accountability Measures per cluster.....	40

list of figures

Figure 1 Conceptual Framework.....16

Figure 4.1 Length of Partnership.....29

### **list of abbreviations**

BRP	Bride Rescue Project
CBO	Community Based Organizations
CEO	Chief Executive Officer
CLM	Christian Linked in Mission
CRS	Catholic Relief Services
DPP	Director of Programs and Partnerships
DWF	Dandora Women Forum
FBO	Faith based organization
HELGA	Humanitarian Efforts in the Learning of the Girl Child in Africa
ICT	Information Communication Technology
IEP	Immersion Experience Program
IPM	International Partners in Mission
NGO	Non-Governmental Organization
PC	Project Coordinator
PIM	Partners in Mission
RC	Regional Coordinator
SSA	Sub-Sahara Africa
UVIP	Unyolo Village Improvement Project

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the study

The term "partnership" has many different meanings. It refers to relationships with vendors, limited partnerships, business alliances, the emphasis on team work, and a new spirit of seeking out opportunities for collaboration and networking. But, partnership is much more than a fashionable new buzzword. It literally calls for a complete shift in the way we view and, above all, create human relationships (Montouri & Conti 2004).

The term 'partnership' has also been used to refer to a relationship between organizations based on a mutual cooperation and understanding. There appears to be no single agreed definition throughout the literature, with little consensus among practitioners as to what partnership entails. As was articulated at a recent Bond/Exchange workshop in the UK - "Partnerships differ in terms of both depth and breadth, with some suggesting a better vocabulary is needed to describe partnerships to better reflect the power differences Partnerships differ in terms of both depth and breadth (Cheung, 2004)

Consequently, Catholic Relief Services (2000) contents that, like any other relationship, partnership take trust, transparency, communication and dialogue. Partnerships should be monitored and nurtured through communication of visions, plans, past hurts and misunderstandings in order to thrive. Based on mutual understanding, autonomy of each organization, mutual trust, respect and a shared commitment to fairness and or equitable distribution of resources in addressing the needs of those in society living under difficult circumstances, partnerships need to be established and managed carefully to ensure mutual commitment of the organizations entering this arrangement.

Koeing (2008) identifies the following characteristics as fundamental in establishing partnerships thus, a partnership must be mutually beneficial where both partners in the working relationship should benefit from the association, flexible where changes should

be made to the partnership, should either organization face changes in its own environment, respectful where cultural and organizational differences between partners should be considered and appreciated and sustainable thus, although international partnerships often begin from personal relationships, they should not be dependent on those individuals to continue.

Partnerships that prevent the domination of non-governmental organizations(NGOs) based in the developed world(Northern NGOS) and thus help foster a climate more amenable to the growth of civil society incorporate Fowler's (2002) authentic partnerships which suggest strategies addressing funding, working relationships, phase-out, advocacy, and evaluation of the partnership itself.

In development, partnerships have become necessary for mutual learning, increased program quality, financial resources and enhanced organizational/ management capacity on one hand and increase of impact, leverage of NGO resources, increased efficiency and building sustainability on the other hand( Catholic Relief Services, 2000)

### **1.1.1 International Partners in Mission (IPM)**

In its website ([www.ipmconnect.org](http://www.ipmconnect.org)), International Partners in Mission (IPM) defines partnership as a relationship between individuals or groups that is characterized by mutual cooperation and responsibility, as for the achievement of a specified goal. IPM is a United States of America (USA) based organization which was founded by Lutheran missionaries in 1974 as Partners in Mission (PIM) in St. Louis, USA. In 1988, PIM changed its name to Christians Linked in Mission (CLM) in recognition of the ecumenical nature of its work. In 2002, the organization changed its name again to International Partners in Mission (IPM) to more ably reflect its international and interfaith identity. In the five years since IPM's headquarters' relocated to Cleveland, it has expanded its operations and opened regional offices in El Salvador, India, Italy & Kenya.

IPM accompanies the materially poor and socially marginalized in their struggle for justice and peace. IPM provides seed money to help small-scale, community-based and democratically governed programs initiate and implements projects by creating personalized partnerships among donors, friends, project coordinators, and participants. It focuses on four principles. These are a shared partnership, global awareness that we are all part of an interconnected world community through immersion experience programs (IEP) and out reach activities. IPM is also guided by the principles of personalisation where projects work in direct partnership with the donors and other stakeholders as well as facilitation of work across borders of faith, culture, and economic privileges. IPM's work includes technical assistance and training, funding, project replication, among others.

Prior to its registration as a NGO in Kenya in June 2007, IPM with the help of friends had established contacts in Kenya. Through these personal relationships, community based organizations were identified and partnerships established as project partners. As IPM grows and more resources are directed to the project partners, there is need to establish the ways to enhance their impact in the community.

### **1.1.2 Kenya Project Partners**

Currently, there are nine project partners in Kenya. These project partners work in the areas of children, youth and women. One of the projects is St. Martin de Porres School for Cerebral Palsy (Nyabondo) which became an IPM partner in 2007. The school was established to provide special education to children with cerebral palsy by Franciscan Sisters of St. Ann in 2005. The children board in the school allowing them a chance to learn uninterrupted.

In Bondo, the Franciscan sisters of St. Ann founded RIETE demonstration farm in 2006 which became an IPM partner in 2007. The aim of the farm is to set up a demonstration centre to offer informal training to the disadvantaged and vulnerable members of the community to enable them gain basic skills in sustainable agriculture.

Then the bride rescue project (Kajiado) provides young girls who have escaped early marriages with room and board, as well as educational opportunities. Early marriage for

girls, sometimes as young as age 9 or 10, is an acceptable cultural practice among the Maasai community of Kenya. The Bride Rescue Program (BRP) provides an education to the girls, and also works on developing their self-esteem and sense of self-sufficiency. Dandora Women's Forum (Nairobi) became an IPM partner in 2006. The Forum is an umbrella body made up of 20 women groups with a membership of over 300 women in Dandora, East of Nairobi. The women are involved in various activities including small scale businesses and home-based care for the sick. The Forum provides a platform for sharing ideas, technical support and a force to address common issues affecting women and support orphans.

Still based in Dandora, Nairobi is DEEDNET Youth Scholarship Support which provides financial support for higher education for children of the Villa Teag Centre. Villa Teag is an orphan centre which provides primary education and outreach as well as accommodation to over 50 children in Dandora, Nairobi. The scholarship project is meant to support youth who have graduated from the centre.

Another project is Josera Street Children (Nakuru) which provides a daycare and nursery school for children of the Mchanganyiko village in Nakuru. IPM funds help support an outreach program that benefits street children to care for their mental, physical, and spiritual needs through education, counselling, peer education and providing food and shelter.

In Makueni District Eastern Province is Kandula Community Project made up of several community-based initiatives, but IPM support has been primarily used for improving the quality of education for pre-school children in Kandula. IPM has supported this project as an since 2004. The project serves and impacts the community through the provision of safe-drinking water and the provision of free pre-school education for two schools.

Subsequently in Kakamega, Shikokho Secondary community came up with various projects to be self reliant in solving their problems. Among the projects are Tree planting, Heifer farming, water, school management, the youth group (Solid Rock) and Imani and Shikokho women groups getting involved with HIV/ AIDS and the orphans among others. The project is supported in these areas.

Last but not the least is Unyolo Village Improvement Project (UVIP) in Siaya District which supports children orphaned by the HIV/AIDS epidemic in Kenya through education and community assistance. UVIP has a community-based nursery and school where children have the opportunity to learn and play. The community participants work together to make handcrafts like soapstone crafts and baskets to raise money and support the work of the project.

## **1.2 Statement of the Problem**

The researcher recognises that partnership in its various forms has been used in development networks with the aim of increased resource mobilisation; a drive to increase coverage area and as a way to penetrate areas that development partnerships would not have otherwise gained access to without the support of others. Some of collaboration efforts have not been successful once a decision is made to work together, the way in which that decision is implemented and the style of the interactions are key to the success of the enterprise. The desire to partner is not enough. It is repeatedly found that many efforts collapse because the participants have a mindset which actively sabotages partnership (Montouri & Conti 2004).

International Partners in Mission (IPM) established its connections in Kenya in 2003 prior to its being registered in Kenya in June, 2007 as an NGO. With the help of friends, community based organizations were identified and partnerships established. Unfortunately, this personalized relationship continued to plague the implementation of the partnership with some project partners unable to differentiate a partnership for the benefit of community to personal relationships. In addition, the partnerships with project partners are at different stages, there has been high staff turnover in both the Africa regional office based in Kenya (3 Regional Coordinators have been employed from 2003-2007) and the headquarters creating gaps in information documentation.

With growth over the years and a legal status in Kenya, there is a need for IPM to identify factors that enhance or influence the strength of partnerships for improved processes and results. This study therefore aimed at identifying factors that influence the



strength of collaborative partnership by focusing on IPM's partners in Kenya. The partners' level of understanding was assessed to promote a shared understanding and influence policy on establishing and replicating partnerships. A study of this nature has not been carried in IPM before.

### **1.3 Purpose of the study**

First the researcher intended to gain an understanding of the partnerships from the view point of the project partners in an objective manner. This was seen as necessary step towards conceiving ways of improving the effect of the partnership in both short and long term. Secondly, the information gathered from the documented findings of the research would serve as a situation report of the status of the projects in Kenya for reference. The same information would serve as a spring board in establishing and replicating partnerships elsewhere.

### **1.4 Objectives of the study**

The objectives of this study were two fold. First is to assess the project partners' level of understanding of the partnership and secondly to establish ways of improving the partnerships in order to enhance their effectiveness and efficiency.

### **1.5 Research questions**

In line with the objectives, two questions were advanced. First, do all stakeholders of IPM-Kenya have a common understanding of partnership? And secondly, how can the partnerships be improved in order to enhance their effectiveness and efficiency?

### **1.6 Significance of the study**

The study was to identify factors that influence the strength of collaborative partnerships to facilitate a common understanding between IPM and the project partners. By establishing the status of the existing project partnerships and identifying ways to improve or strengthen the partnership between IPM and its partners the information gathered would benefit the IPM management who would use the results to improve policy on project partner management. The project partners would also benefit from capacity building to strengthen their organizations for sustainable results. It would also be useful to organisations initiating partnerships and also it would contribute to knowledge in learning institutions.

### **1.7 Limitations of the study**

The study anticipated that due to the large population and geographical coverage, time and finances will be limited. Some of the respondents may not be able to understand the questionnaire due to illiteracy. Consequently, some questionnaires might not be returned. To overcome these, a sample was used due to time constraint; an interview schedule was used to reduce the cost of covering a large geographic area and to help clarify questions, the questions were piloted and modified accordingly while the researcher and an assistant assisted with the interviews. Telephone interviews were contacted for those respondents who could not be reached otherwise to fasten the process and also limit the possibility of unreturned questionnaires.

### 1.8 Conceptual definition of terms

**Collaboration** is an association or relationship entered by individuals or organization with the intention of using the relationship to achieve a certain goal. It is a part of a continuum of connection between two or more organizations or individuals working on a task of mutual interest and benefit.

**A partnership** is a strategic alliance or relationship between two or more people. The researcher defines partnership as a planned cooperation between and among organizations in order to achieve specified goals and objectives. In other words, a partnership is viewed as 'a joint venture' between and among parties that are established and driven by shared mission, vision and goals.

**Collaborative partnership** is the mechanism for designing comprehensive strategies that strengthen communities. It is thus a relationship established between and among groups to achieve a specified goal or objective for mutual benefit.

### 1.9 Summary

In its various definitions by the development practitioners, partnerships find convergence in a call for a complete shift in the way partnerships are viewed and above all how human relationships are created. Like any other relationship, partnerships need to be nurtured and grievances ironed without which they would break. Therefore, partnerships should be mutually beneficial, flexible, respectful to cultures and sustainable. As a US-based organisation, IPM used personal relationships to establish itself in Kenya subsequently being registered as an NGO in the country. Nine project partners working to advance IPM mission of reaching out to children, youth and women entered to partnership with IPM.

There has however been high a need to move from the personalised relationships to more sustainable relationships. The need to document the status of the partnership due to high turnover of staff and for replication is inevitable. Aimed at establishing the partners' understanding of the partnership and exploring ways to improve the partnership by incorporating identifying factors which enhance this, the research would benefit management and partners alike as well as contribute to academic knowledge. Building collaborative partnerships thus require and investment in time, resources, careful planning, building trust as well as establishing structures that are effective. Although the effort takes time and requires careful attention, it's essential to creating strong, viable partnerships that produce lasting change. The literature review in chapter two presents more insight into what partnership, its characteristics and the factors that determine the strength of the collaborative partnership.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter discusses relevant literature related to the development partnerships. The chapter covers: Partnership and its characteristics, partnership and development, Non-governmental organizations (NGO) and capacity building, a summary of the literature and a conceptual framework giving a summary of the chapter at the end.

#### 2.2 Partnership and its characteristics

'Partner' is a term used in everyday language, and it also has a specific legal and business application. In recent years, organizations working in development have loosely applied the term to many kinds of inter-institutional collaborations, often using the word to put a positive spin on one-sided or hierarchical relationships. This has led to much ambiguity about what partnership really means. For CARE USA, partnership is a relationship that results from putting into practice a set of principles that create trust and mutual accountability. Partnerships are based on shared vision, values, objectives, risk, benefit, control, and learning as well as joint contribution of resources. The degree of interdependence is unique to each relationship, depends on context, and evolves over time. Partnership describes the way that parties relate to each other..... (Stuckey J D et al 2001)

MacNamara and Morse (2006) in their review of partnerships observe that partnerships are complex, diverse and subtle relationships, the nature of which changes with time, but they are vital for the functioning of the development chain. Pickard M. (2007) Strategic partnerships currently exist only sporadically, given the distinct ways of viewing and carrying out development work within NGOs on the one hand, and foundations or agencies on the other.

The word partnership can mean far more than just working together. It can mean a new way of working together, one that goes beyond the all too common dominator mindset of "I win/you lose." Once we have outlined the basic dimensions of partnership -- linking

rather than ranking, gender equality, flatter organizational structure, and a win-win, mutually beneficial approach to relationships -- we can begin to explore what this would actually mean for us. The way we have found this to work best is through a combination of creative exploration in a "what-if" mode and ongoing modeling. Partnership can indeed mean many things, but it is up to us to choose whether it means business as usual, or a true attempt at changing the fundamental structure of human interactions in the workplace. The alternative to the old model of control and domination/submission is there: it's up to us to enact it and create real partnerships. (Montouri, A & Conti I, 2004)

In development, Partnerships have become necessary for mutual learning, increased program quality, financial resources and enhanced organisational/ management capacity on one hand and increase of impact, leverage of NGO resources, increased efficiency and building sustainability on the other hand( CRS,2000)

According to DFID(September 2002) partnerships require common goals, a good fit in the comparative advantages of the groups involved, a commitment to mutual learning, a high degree of trust, respect for local knowledge and initiative, shared decision-making and commitment to capacity building. Partnerships also require a good deal of time to develop. Although genuine partnerships may pose a challenge to a donor's traditional management culture, tremendous value can be added to development programmes, including: Increased programme scope, impact and sustainability; Increased cost-effectiveness of programmes; Increased resource mobilisation; Better use of local skills and resources; Increased capacity of national organisations; Improved relationships with development partners

Koeing,B (2008) identifies the following characteristics as fundamental in establishing partnerships thus, a partnership must be mutually beneficial where both partners in the working relationship should benefit from the association, flexible where changes should be made to the partnership, should either the organization face changes in its own environment, respectful where cultural and organizational differences between partners should be considered and appreciated and sustainable thus, although international partnerships often begin from personal relationships, they should not be dependent on

those individuals to continue. Lister (2000), points out that, partnerships are strongest if there are multiple linkages that connect the organizations involved. If all relationships are simply managed by organizational leaders, the partnership is vulnerable to changes in individuals and patterns of organizational leadership.

### **2.3 Partnerships and development**

Horksbergen (2002) observes that civil society is seen increasingly as a necessary element of sustainable human development. Some Non-Governmental Organizations (NGOs) from the developed countries (Northern NGOs) hope to contribute to the development of civil society by partnering with NGOs from the developing countries (Southern NGOs). Fowler (1990) observes that Southern NGOs have often been disadvantaged in the search for true NGO partnerships, because they know too little about their Northern counterparts. This means lack of proper understanding may cause the organizations to either expect too much or get exploited. He identifies partnerships suggesting strategies which address funding, working relationships, phase-out, advocacy, and evaluation of the partnership itself are quite important.

Brehm (2001) says Northern NGOs need to develop more systematic and consistent approach to feedback mechanisms concerning individual partner relationships, as well as greater mutuality in the negotiation of partnership agreements. Similarly, processes of partner consultation need to be strengthened and integrated into policy and planning processes. The critical areas that Northern NGOs need to address can be summarized as being realistic about partnerships thus 'authentic', mutual partnership depends on the partner organizations being similar in their size and organizational capacity. Northern NGOs need to develop greater clarity in identifying different types and phases of relationships with Southern Partners. Agenda setting: given their power as funding Agencies, Northern NGOs should guard against the tendency to impose agendas on Southern Partners. This could be achieved through more equitable negotiation processes. Developing consistency in practice: processes related to the partnership relationship are less formalized and systematic than funding processes. Northern NGOs need to maximize their considerable experience of working with Southern Partners by developing a more

systematic approach to 'good practice' in partnerships. Assessments of partnerships: there is a need for mutual assessment of the partnership relationship to be built into Northern NGO systems and procedures in order to facilitate reflection and learning from experience. Strengthening policy dialogue: systematic, structured consultation of Southern Partners in the strategy and policy processes of Northern NGOs should be strengthened and consolidated. Policy dialogue between Northern and Southern NGOs is a key strength of the partnership model.

“Partnership building is a process that can leverage important development impacts including programmes with greater scope and increased sustainability. Effective partnering is a long-term process requiring long-term commitment to build the operational capacities of individual organisations and their ability to collaborate. Inter-sector partnerships offer special advantages by combining the strengths of civil society, business and government to realise more profound development results that each group could not accomplish on its own. Donors need to pay attention to the degree of difference among partners and the nature of the tasks they wish to carry out. This has important implications for how the partnership should be structured and what kinds of resources the donor can provide to support it. Donors can support partnerships in a numbers of ways including facilitating partnering formation and development, committing resources for capacity building and working to improve the enabling environment for partnerships to take place. Many of a donor's management tools and skills are well suited for partnering and can be used by the donor and its consultants to assess and build partnerships. When the donor is an actual member of the partnership it will need to deepen its own skills in listening and shared decision making.....” (DFID, 2002)

Franks et al (March 2004) concluded that, Partnerships require institutionalising into intervention processes so that they can build on existing strategic alliances and nurture synergies between agencies. There is often a semblance of partnership, which actually overlies control by the implementing partner. The strength and extent of partnerships is very significant for sustainability. Many interventions recognize the need for strong and meaningful partnerships as implementation progress in order to ensure sustainability and replicability when the implementing partner withdraws. The key points on observations



were that: Partnerships can be built through the contribution of time, finance and other resources; Sustainable partnerships recognise and act to reduce the differentials of power and control in their relationships and effective partnerships can be a critical element of institutional sustainability.

#### **2.4 Non-Governmental Organizations and Capacity Building**

Eade (2007) on the role that developed NGOs play in capacity building argues that many conventional NGO practices are ultimately about retaining power, rather than empowering their partners. This leads to tunnel vision and to upward rather than downward or horizontal accountability, based on the assumption that the transfer of resources is a one-way process. At worst, this undermines rather than strengthens the capacities of the organizations that NGOs are attempting to assist. Sharing responsibilities and risks, mutual accountability, and committing to the long term rather than to short-term projects are more likely to create partnerships that can withstand vicissitudes and contribute to lasting change she argues.

Fowler (2002) sees the prevalence of the partnership operating model as a struggle by participants to change the way the aid system operates and to improve its credibility. He emphasizes the need to be more careful when using the term citing authentic partnership as not always appropriate, realistic or desirable in all situations. Along a more practical dimension, he gives the following suggestions for the development of authentic partnerships: That is, be clear about why the relationship exists, apply the principle of interdependence, and adopt a contextual, systems approach and perspective. Adopt an organizational not project focus, create a process for local validation and shared control Invest in your own reform and employ the achievement of downward accountability as a proxy for partnership

#### **2.5 The conceptual Framework**

Partnerships play an important role in development as organisations come together to provide the synergy required in meeting development challenges. Partnerships may start on personal relationship but they need to be institutionalised. This averts fluctuations in

running of the partnerships if pegged on individuals. Development partnerships allow organizations to have more impact compared to when an organization tries to achieve this on its own. In partnering with organisations from developing world, the developed world need to be more sensitive to the needs of the developing world and culture. Partnerships should incorporate a culture of mutual benefit, trust and reduce power differentials as well as control. Figure 1 shows a conceptual framework

This study is conceptualised as an input-process-output model. As an input, relationships start with collaborative interactions and mature over time by incorporation of several factors. The output of this will either be strong or weak partnerships as shown in figure 1



Fig 1: Conceptual Model



(Source: Researcher, 2008)

Figure 1 shows a conceptual framework. The model was based on the concept that, though partnerships start as collaboration between different actors, the players needed to consciously address several factors in order to enhance efficiency and effectiveness of the partnership for growth. The strength of the partnership depends on those factors hence; it

could either be a weak or strong partnership depending on how the partners addressed these factors.

These factors were based on management practices and evaluation processes that check the effectiveness and efficiency of a relationship, project or policy.

A well planned and organized partnership based on proper understanding of each organization's capacity to implement and manage projects, decision making structures, clarity as to why the relationship exists, mutual accountability, common and shared goals, and interdependent constant feedback mechanisms contributed to enhanced impact of partnerships on development.

## **2.6 Summary of reviewed Literature**

Partnerships play an important role in development as organisations come together to provide the synergy required in meeting development challenges. They may start as personal relationship but they need to be institutionalised. When the focus is on the institution rather than the individual, partnerships contribute to more sustainable results unlike the fluctuations in running of the partnerships if pegged on individuals. Development partnerships allow organizations to have more impact compared to when an organization tries to achieve this on its own. In partnering with organisations from developing world, the developed world need to be more sensitive to the needs of the developing world and culture. Partnerships should incorporate a culture of mutual benefit, trust and reduce power differentials as well as control.

The researcher recognises the need for working together as partners in order to mobilise more resources, advance organisations' mission by reaching out to more people through the networks established and avoid duplication of services. It is however noted that these relationships should be well nurtured and treated with care through dialogue and joint analysis and resolution of conflicts.

The literature on partnership presents various definitions of partnership. A definite definition of what partnership means does not seem to be feasible in the reviewed

literature. There exists a gap in the way 'partnership' is defined by the development partners. There is also a gap in a standard model of partnership. Literature presents various models adapted to various programmatic areas. Refer to appendix 4.5 and 6 for more literature, and principles of partnership.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section outlines the research design, target population of the study, sampling size and sampling procedure, research instruments, reliability and validity, piloting of the study, data collection procedure, data analysis and ethical considerations including a summary of this chapter.

#### **3.2 Research design**

The researcher used a survey design to obtain opinions and responses to a given set of questions that helped identify the respondents' understanding of partnership and how it can be improved. A descriptive design is relevant as the researcher intended to describe what was happening in the partnership or what exists. Both qualitative and quantitative approach was adopted for this particular research. Qualitative research design allowed respondents to give direct description about their experiences, opinions, feelings and knowledge. An interview schedule with closed-ended was used to collect quantitative data while focus group discussions, observation and content analysis of secondary data provided the qualitative data.

#### **3.3 Target Population**

The population of study was International Partners in Mission projects in Kenya. The organization has nine projects in Kenya established at different periods. All the projects have special focus on children, youth and women as stated in the organization's mission. These projects focus on provision of education in its various forms, support to women's income generating activities and health. Of the nine projects, this study targeted respondents from three partner organizations, namely Kandula community self help project, Dandora women Forum (DWF) and Humanitarian Efforts in the Learning of the Girl Child in Africa (HELGA) bride rescue project.

### **3.4 Sample Selections**

The researcher used purposive sampling to obtain a sample of three projects. The population was divided into groups based on culture and geographical locations of IPM projects. In light of this, the population was clustered into three groups, Sedentary rural, Urban and Nomadic rural; Makueni, Nairobi, and Kajiado projects were then identified as areas where the study would be carried to represent the clusters respectively. A non-probability sample was used because the focus was in-depth information gathering. The chosen projects were preferred because they were representative of the other projects in Kenya and had endured longer partnership with IPM. From these, project coordinators, persons with decision making roles in the organization including the chairpersons, secretaries, treasurers and committee members were identified.

### **3.5 Research Instruments**

The researcher used an interview schedule, interview questions for focus group discussion (FGD) and observation guide to collect data. The interview schedule was designed with closed -ended questions to avoid collecting too much data and taking too much of the respondent's time. The open-ended questions in the focus group discussions were used to encourage the respondents to give an in-depth and felt response without feeling held back in revealing any information. The observation guide enabled the researcher to record non verbal communication from the respondents. This enabled collection of both quantitative and qualitative data.

### **3.6 Pilot Study**

Prior to carrying out the actual study, a pilot sample was used to test and re-test the research instruments. This sample consisted of those in decision making positions from the projects not included in the real study. A sample of nine people consisting of both PC and other members of the management structures were involved in the pilot phase. Initially, the sample was exposed to both the schedule and FGD questions. These responses were used to develop the first draft instruments which were then re-tested on the same sample. The final instruments were then developed and applied to the respondents in the final research. Piloting was used to establish whether the questions

were able to measure what they were intended to measure, whether the respondents interpreted all questions in the same way, whether the wording was clear, if there was researcher bias and rectify any errors. Piloting the study instruments increased their reliability and validity.

### **3.7 Data Collection Procedure**

The researcher enrolled the services of an enumerator and trained her on the research instruments. Prior appointments had been set up with the intended respondents. The researcher and the enumerator then visited the projects sites and administered the research instruments. During the data collection, concerns were clarified and discussed with the respondents. Two FGD were conducted moderated by the researcher while the enumerator took notes. Since the interview schedule composed of closed-ended questions, the FGD questions and the observation guide probed further the respondents' level of understanding of the partnership and suggested ways to improve its effectiveness and efficiency. Though prior arrangements had been made in one of the project sites, the intended visit was not possible due to some unanticipated complications with the travel arrangement. For this site, telephone interviews were contacted with the respondents. At the end of each data collection exercise, the collected data was edited to ensure the schedules were completely filled and both verbal and non-verbal responses were as collected from the respondent.

### **3.8 Reliability**

The researcher used the test-retest method during the pilot study to rule out misinterpretation of the data collection tools from misinterpretation in the main study. Initial responses were used to reword the items to ensure consistency. Items found missing were included and unsuitable ones were discarded.

### **3.9 Validity**

Validity is the accuracy or meaningfulness and technical soundness of the research. It is the degree to which a test measures what it purports to measure (Mugenda O. and Mugenda G. 1999). To enhance validity of a questionnaire, a pilot on a sample similar to



the target population was conducted. This was assisted in determining the soundness, accuracy, clarity and suitability of the research instruments and corrections were made where possible in the final process.

### **3.10 Data Analysis**

During the development of the research instruments, a pre-coded questionnaire/schedule was designed. During data collection, at the end of each data collection session, the filled instruments were checked to ensure all questions had been answered in the field. An Excel database was created, the pre-coded data entered, cleaned and analysed (Leahy, J. "n.d"). Frequency distributions using descriptive statistics to examine the pattern of the responses were generated.

Qualitative data from FGD, observation and document reviews was analysed by giving codes to the first set of field notes, personal reflections and other comments were noted in the margin. sorting and sifting through the materials to identify similar phrases, relationships between variables, patterns, themes, distinct differences between subgroups, and common sequences. Identifying these patterns and processes, commonalities, and differences were taken out of the field during the next data collection exercise. By beginning to elaborate a small set of generalisations that covered the consistencies discerned in the database, the generalisations were examined in light of the literature review, partnership models and the conceptual framework (Taylor-Powell & Renner, 2003)The findings were presented in tables and figures as shown in chapter four.

### **3.11 Ethical issues considered**

The right to privacy: To safeguard this right, the researcher will observed anonymity and confidentiality. The schedules were identified with numbers other than. Further, when preparing the data for analysis, precautions were taken to separate identifying information from the data.

Informed consent: This being a social research, in April 2008 during a strategic planning preliminaries, all the Project Coordinators were informed that the researcher would be collecting data from their projects. The research participants were made aware of the

purpose of the study and that they were free to decline participation at any point of the study process.

**Conflict of interest:** International Partners in Mission's Director of Programs and Partnerships (DPP) reviewed the research proposal and offered his input to both the research proposal and the data collection instruments. IPM funded part of the research which would constitute conflict of interest since they are the subject of the evaluation. The researcher was however fully in control of the research process to avoid any biasness arising as a result.

### **3.12 Summary**

As indicated in the introduction and the body of this chapter, the researcher used a survey design which was a mixture of both qualitative and quantitative research methods. Purposive sampling was used facilitating the use of a more representative sample of the target population. A questionnaire/ interview schedule, focus group discussions and observation guide were the research instruments used for the collection of data which were tested and retested to improve validity and reliability. Data was analysed using descriptive statistics. Right to privacy, informed consent and conflict of interest were the ethical issues considered in the research. The analysed data was presented in figures and table as shown as shown in chapter four.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter contains the results of the survey which are presented in prose as results of the FGD , figures and tables depending on the sample characteristics respondents, title or position in the organization, knowledge of IPM, length of partnership, the initial goals of the partnership, integration of the goals, partnership and organisation's activities, flow of communication, conflict analysis and resolution, decision making bodies, partnership decision makers, feedback to partner , partner representatives' selection, training and reinforcement , duration of the partnership, sustainability plan and accountability measures are the factors that have been analysed and presented.

##### 4.1.1 Focus Group Discussion (FGD)

The researcher organised two FGD in Makueni and Nairobi. The Makueni FGD comprised of some of the beneficiaries of the partnership activities. It was clear from the group that they were passive recipients of the benefits of the project. They did not seem to own the projects at all. In contrast, the women in Nairobi were quite vocal and seemed to be in control of the partnership processes. This may have been necessitated by their exposure as opposed to the rural women whose literacy is also low. The discussants came

First, the discussants were asked to explain in their own words what partnership meant. Some said partnership is a relationship promoted by the need to work together with others for a common purpose. It is a relationship whereby people with a common goal work together to achieve that goal while others said this is a relationship between two or more groups working towards certain goals and it is a relationship built by two or more groups coming together having a certain goal. The researcher concluded that the projects were conversant with what partnership meant.

They were then asked to enumerate the benefits of the partnership. These were said to be: improved standards of living for the beneficiaries, reduced instances of disease. A conducive learning environment, basis for poverty eradication, re-awakening on the

issues around the communities served on need for education. coming together to address community issues, Exchange of ideas and cultures, Financial support, Friendship, Promotion of project activities through purchase of products and financial support for group activities, motivation to group and that the beneficiaries were able to achieve their goals. The researcher concluded that partnership is beneficial to the projects.

The researcher wanted to know from the history of the partnership whether there was a time the partnership was more fruitful. Their response to this was that there were times they felt the partnership worked. What they deemed as important then was; the frequent visits by delegations which promoted group activities and cultural exchange and regular communication that kept the partners abreast with what was happening in the partnership. This was something to try and achieve in the partnership in order to keep the project partners interested the researcher concluded.

In order to clarify from the partners whether they valued transparency and accountability, they were asked what actions they take to maintain trust. Their responses to this were; Keep clear records of all transactions and share reports. The researcher concluded that this was something to be institutionalised to encourage the partners. As for the implementation of partnership decisions, the discussants reported that the partnership decisions are implemented effectively. If the partners understood this then it seemed to confirm the question asked in the questionnaire.

The discussants were then asked what the benefits of working as partners were instead of implementing projects as individuals. They identified; Unity as strength, moral support, exchange of ideas and financial support. This concurred with what literature identified as the importance of partnership.

Poor relationship was said to be caused poor communication, misuse of funds and technological disconnect –use of ICT which is not available to all. This was something to note to maintain proper working relationship.

To improve the partnership, the following was suggested: IPM delegation should spend more time in the projects, create succession plans for the project, promote rotational leadership of projects, encourage consultative decision making, promote ICT use among the projects through training, identify lacking capacity in projects and train them especially skills in income generation, link with other organisation, avoid personalised relationships and define the scope and duration of the partnership. The researcher concluded that the discussants were conversant with what was lacking in the partnership and this forum provided an opportunity to air their views which should be taken into consideration

## 4.2 Sample Characteristics

### 4.2.1 Respondents

The respondents were drawn from 3 organisations as shown in table 4.1

Table 4.1 Name of the Organization

	N	Percentage
Makueni-Kandula Project	3	11%
Nairobi-Dandora Women Forum	21	78%
Kajiado- Humanitarian efforts for the Learning of the Girl Child in Africa(HELGA)	3	11%
Grand Total	27	100%

As indicated in table 4.1, the respondents were drawn from Kandula self-Help project in Makueni, Dandora Women Forum (DWF) in Nairobi and Humanitarian Efforts for the learning of the Girl Child in Africa (HELGA) a bride rescue project in Kajiado. Table 4.1 shows that there were equal number of respondents in Makueni and Kajiado while Nairobi had majority of the respondents. The reason for this is that DWF has more than fifteen women groups representing the various activities undertaken by the women in Dandora as a whole. These groups have their own leadership structures specific to each group but united by a leadership in the umbrella organization (DWF). This leadership was deemed to have profound influence on the group members including the direction the DWF-IPM partnership would take hence the 78% response.

#### 4.2.2 Position/title of the respondent in the project

The researcher asked the respondents to indicate the position they held in the organization. The results are as indicated in table 4.2

Table 4.2 Title of the Respondent

	N	Percentage
Chairperson/Project Coordinator	11	41%
Secretary	5	19%
Treasurer	2	7%
Others( Committee members/phase coordinators)	9	33%
Grand Total	27	100%

Table 4.2 shows that 41% of the respondents were key decision makers who included the chairpersons and the Project Coordinators (PC). 19% were secretaries, 7% treasurers and 33% either committee members or phase coordinators (Dandora is divided into several phases). The PC is the point person to the partnership with IPM as he/she is required to sign documents and communicate with IPM on matters concerning the partnership.

#### 4.2.3 Knowledge of IPM

The researcher asked the respondents to indicate how they had come to know about IPM.

The results are as shown in table 4.3.

Table 4.3 Source of Information

	N	Percentage
Through a friend	4	15%
Through the Regional Coordinator	17	65%
From the website	1	4%
Through another organization	4	15%
Grand Total	26	100%

As shown in table 4.3, the Regional Coordinator (RC) played a major role in the establishment of the partnerships in these project areas. While IPM has a website only 4% of the respondents reported having known of IPM through it. This shows the technological handicap faced by those working with IPM in Kenya and the level of exposure to Information Communications Technology (ICT) which may incapacitate communication with the technologically advanced partner-IPM.

#### 4.2.4 Length of Partnership

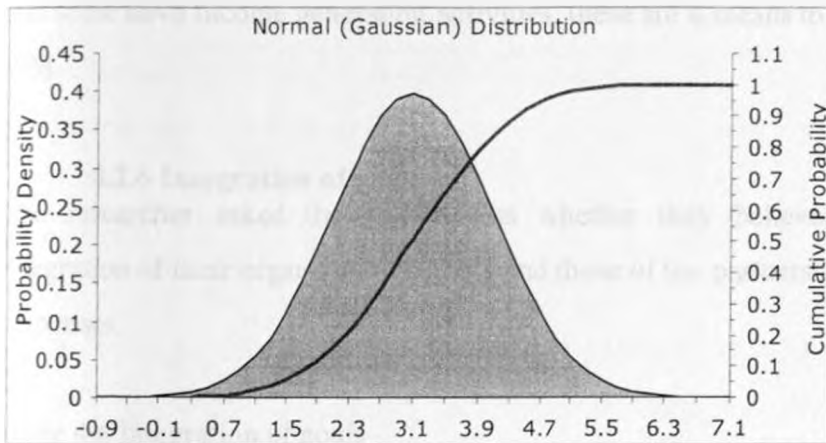
The respondents were asked how long their organisations had been in partnership with IPM. Table 4.4 shows the response.

Table 4.4 Length of partnership

	N	Percentage
Less than 2 years	1	4%
2-3 years	6	24%
3-4 years	10	40%
4-5 years	6	24%
More than five years	2	8%
Grand Total	25	100%

Table 4.4 shows that partnership with most of the projects in Kenya has lasted between three and four (3-4) years. The measures of central tendency mean, mode and Median confirm as a normal curve at three (3).

Figure 4.1 Length of partnership



Though the years of partnership establishment range between one and five years, the standard deviation for this is one (1) with a variance of 1.2. The spread of the years is thus close to each other which show how fast the partnerships were established within a span of five years. Given the technological capacity of the partners, this confirms the personalized links that led to IPM's presence in Kenya.

**4.2.5 The initial goals of the project**

The respondents were asked what the initial goals of the partnership were. Table 4.5 shows the results.

Table 4.5 The initial goal(s) of the partnership

	N	Percentage
Income generation Activities	2	7%
To host IPM delegations	2	7%
To support various projects for women, youth and children	22	81%
All the above	1	4%
Grand Total	27	100%

Table 4.5 shows that most of the respondents indicated that their partnership with IPM was established with the goal of supporting various projects for women, youth and children as is the mission of IPM. In this case the projects in Kenya do reflect the Mission



of IPM. While these projects do host Immersion Experience Program (IEP) participants and some have income generation activities, these are a means to realizing the mission of IPM.

**4.2.6 Integration of goals**

The researcher asked the respondents whether they believed there was a proper integration of their organization’s goals and those of the partnership. Table 4.6 shows the responses.

Table 4.6 Integration of goals

	N	Percentage
Partnership goals properly integrated	26	96%
Partnership goals not properly integrated	1	4%
Grand Total	27	100%

Table 4.6 shows that majority of the respondents reported there was a proper integration of their organization’s goals and those of the partnership. This means unless the project organizations were basically constituted for the purpose of the IPM partnership, there was proper selection of the partners for implementation of its partnership goals.

**4.2.7 Partnership and organization’s activities**

The researcher asked the respondents whether they knew the where the boundaries /limits between the activities of the partnership and those of their organisations lay. Specifically, the researcher wanted to know whether the respondents were aware of what the partnership aimed to achieve and what their organisations were addressing. Table 4.7 presents the results.

Table 4.7 Partnership and organization's activities.

	N	Percentage
Know the boundaries/limits between activities of Partnership and own organization	14	52%
Do Not know the difference	13	48%
Grand Total	27	100%

Table 4.7 shows that, further to goal integration above, 52 % of the respondents reported knowing the boundaries of the partnership activities and those of the organization. However, significant number 48% does not seem to know the difference. This further advances the question as to whether these projects were formed for the sole purpose of partnering with IPM or whether they were independently formed.

#### 4.2.8 Flow of communication and decision making

The researcher asked the respondents whether the partnership structure facilitated effective flow of communication and decision making. Table 4.8 presents the results.

Table 4.8 Flow of communication and decision making

	N	Percentage
Partnership structure facilitates effective communication and decision making	22	81%
Structure does not facilitate effective communication and decision making	5	19%
Grand Total	27	27

Table 4.8 shows that, 81% of the respondents believed that the partnership structures did facilitate effective flow of communication. However, 19% felt it was not effective and recommended that these structures be reviewed in order to improve communication and decision making in the partnership.

#### 4.2.9 Conflict analysis and resolution

The researcher asked the respondents to indicate how they would resolve a conflict in case any arose in the partnership. The results are shown in table 4.9

Table 4.9 Conflict analysis and resolution

	N	Percentage
Pull out of Partnership	2	7%
Discuss with Members then with IPM	25	93%
Grand Total	27	100%

Table 4.9 shows that in case of a conflict, 93% of the decision makers would be willing to discuss their issues in their organizations then present them to the IPM for discussion as opposed to only 7% who would rather pull out of the partnership. This represents a mature view with which the partners are willing to negotiate in order to resolve a conflict. They recognize the need for relationship building.

#### 4.2.10 Decision making bodies

The respondents were asked to indicate whether their organizations had appropriately structured board or any other decision making forum. Their responses are shown in table 4.10.

Table 4.10 Decision making

	N	Percentage
Has appropriately structured board /Decision Making body	21	78%
Does not have appropriately structured Board/Decision Making Body	4	15%
Not Sure	2	7%
Grand Total	27	100%

Table 4.10 shows that 78% of the respondents reported that their organizations had appropriately structured decision making body while 22% were either unsure or they

perceived the bodies needed restructuring. This is still significant given one project had more respondents than others.

**4.2.11 Partnership decision makers**

The respondents were asked how decisions were made in the organisations. Table 4.11 shows the responses to this question.

Table 4.11 Partnership decision makers

	N	Percentage
The committee/Advisory Council	4	15%
Some few Members	2	8%
All are consulted	17	65%
The Project Coordinator	3	12%
Grand Total	26	100%

As shown in table 4.11, the most common response for this question was that all were consulted. However, on cross tabulation with question one as the independent variable and question eleven as the dependent variable; the following results were obtained as shown in table 4.11a

Table 4.11a Partnership decision makers per cluster (i)

Respondents	The committee/AC	Some few members	All are consulted	Project Coordinator	Grand Total
Makueni-Kandula	0%	33%	67%	0%	100%
Nairobi-DWF	20%	5%	75%	0%	100%
Kajiado	0%	0%	0%	100%	100%
Grand Total	15%	8%	65%	12%	100%

As shown in table 4.11a, 33% of the respondents in Makueni reported that some few members made decisions concerning the partnership in the organization while 67%

reported all were consulted in decision making. 75% of the respondents in Nairobi reported all members were consulted in decision making while 20% and 5% reported the Committee and some few members made decisions respectively.

100% of respondents in Kajiado identified the PC as the sole decision maker in the organization.

In total however, 15% reported decisions being made by the Committee/Advisory Council, 8% by some few members, 65 % all were consulted while 12% were made by the PC.

Further tabulation is shown in table 4.11b

Table 4.11b Partnership decision makers per cluster (ii)

Respondents	The committee/AC	Some few members	All are consulted	Project Coordinator	Grand Total
Makueni-Kandula	0%	50%	12%	0%	12%
Nairobi-DWF	100%	50%	88%	0%	77%
Kajiado	0%	0%	0%	100%	12%
Grand Total	100%	100%	100%	100%	100%

Table 4.11b shows that the committee/Advisory council was identified 100% as decision makers in Nairobi, 50% -50% ratio in Nairobi and Makueni identified some few members being decision makers, 12% in Makueni and 88% in Nairobi identified decision making as consultative while 100% in Kajiado identified the PC as the sole decision maker.

#### 4.2.12 Feed-back to partner

The researcher asked the respondents whether their representatives to the partnership reported back on the deliberations of the partnership. Table 4.12 shows the responses.

Table 4.12 Feedback to Partner

	N	Percentage
All the time	14	54%
Some times	8	31%
Never	4	15%
Grand Total	26	100%

Table 4.12 shows that most of the respondents reported that the partner representatives gave reports back to the members after their interactions in the partnership. However, the average response tended to be 'sometimes' they did with a mean of 1.6 and standard deviation of 0.7. The data appeared deviated with very thin margin from the average response as indicated by the range, standard deviation and the variance.

#### 4.2.13 Partnership representative selection

The researcher asked the respondents to indicate what criteria they used to select representatives to the partnership. The responses are shown in table 4.13

Table 4.13 Partnership representative selection

	N	Percentage
Technical expertise	6	23%
Ability and skills to work with other organizations	12	46%
Relationship with the Partner	6	23%
Exposure to different cultures	1	4%
Others (specify)	1	4%
Grand Total	26	100%

As indicated in table 4.13, ability and skills to work with the other organizations played a key role in selecting the partner representatives. Of significance also were technical expertise and how the person related to the Partner- IPM.

#### 4.2.14 Training and Reinforcement

The respondents were asked to indicate whether there was regular training and reinforcement of the partnership values. There responses are tabulated in Table 4.14.

Table 4.14 Training and reinforcement

	N	Percentage
Regular training and reinforcement of partnership values takes place	2	8%
Regular training and reinforcement of partnership values does not takes place	23	88%
Not sure	1	4%
Grand Total	26	100%

As shown in table 4.14, majority of the respondents reported that there was no regular training and reinforcement of the partnership values. This is an indication that the partnership has not been proactive in reaffirming the partnership values to the partners and especially where new members join the project partners.

#### 4.2.15 Duration of the partnership

The researcher asked the respondents to indicate how long the organisation was to be involved in the partnership. The results were as shown in table 4.15.

Table 4.15 Duration of the partnership

	N	Percentage
0-1 year	1	4%
1-3 years	3	11%
3-5 years	6	22%
Not sure	15	56%
No fixed duration	2	7%
Grand Total	27	100%

Table 4.15 shows that majority (56%) of the respondents reported not being sure of the duration of the partnership. The average response was less than the median response showing a negatively skewed distribution. The responses ranged from on year to five years and beyond. Measures should be established to nurture and replicate projects that are sustainable unlike the partnerships entered at different stages but unreplicable results

#### 4.2.16 Sustainability Plan

The respondents were asked what sustainability plans they had put in place in case the partnership came to an end. Their responses are tabulated in table 4.16



Table 4.16 Sustainability plan

	N	Percentage
Members contribute to a common Kitty	7	27%
Linked to line government ministries	3	12%
There is an income generation to support the project	14	54%
Developed market links	2	8%
Grand Total	26	100%

The question on sustainability recorded varied responses with the highest percentage reported being 54% for those who had income generation activity as a way of sustaining the efforts of the partnership. 27% reported contribution to a common kitty while 12% and 8% reported link to government ministries and other market links respectively. These responses were further broken down according to each cluster as shown in table 4.16a

Table 4.16a Sustainability plan per cluster

Respondents	Members contribute	Linked to line government ministries	Has income generation activity	Developed market links	Grand Total
Makueni-Kandula	33%	33%	33%	0%	100%
Nairobi-DWF	30%	5%	60%	5%	100%
Kajiado-Helga	0%	33%	33%	33%	100%
Grand Total	27%	12%	54%	8%	100%

Table 4.16a shows that in Nairobi, 30% of the respondents indicated that the members were contributing to a common kitty, 5% said the project was linked to government ministry, 60% said they had an income generation activity while 5% reported having other market links. While this diverse nature may present preparedness for the group, it also leaves doubt as to whether these actions are taken by the forum or by individuals. In Makueni, respondents were equally divided at 33% in members' contribution to a common kitty, link with government line ministries and have income generation activity. Given that only three people responded and each gave an independent sustainability plan, it is doubtful that there is a sustainability plan in this project. The same applies to Kajiado had no "member contribution" as an option though the three respondents were divided on what sustainability plan exists. It is clear from the foregoing that the projects do not have sustainable measure of preserving the efforts of the partnership.

#### 4.2.17 Accountability Measures

The researcher asked the respondents to indicate what accountability measures to stakeholders the partnership had in place. The results are recorded in table 4.17

Table 4.17 Accountability measures

	N	Percentage
Monthly /regular financial reports availed to stakeholders	8	31%
Reports on activities and results availed to stakeholders	8	31%
Partnership meetings open to all beneficiaries and management	5	19%
All the above	1	4%
None of the above	4	15%
Grand Total	26	100%

Table 4.17 shows that respondents were divided in the manner on which accountability was implemented in the partnership. 31% of the respondents reported sharing financial

and activity reports with stakeholders while 19% opened meetings to all beneficiaries and management. The rest 15% and 4% reported none of the measures and all the measures being taken respectively. It was interesting to see the distribution of the same per cluster area as shown in table 4.17a Accountability is one of the factors that need to be natured as seen in the literature review. This is therefore lacking in the partnerships and should be promoted.

Table 4.17a Accountability measures per cluster

Respondents	Regular financial reports	Activity and results reports	Open partnership fora	All the above	None of the above	Grand Total
Makueni	0%	0%	50%	0%	50%	100%
Nairobi	38%	33%	19%	5%	5%	100%
Kajiado	0%	33%	0%	0%	67%	100%
Grand Total	31%	31%	19%	4%	15%	100%

Table 4.17a shows in Nairobi, all the measures were put in place while Makueni had 'partnership meetings open to all stakeholders' and 'none of the measures' taken respectively. Kajiado on the other hand reported that the activity reports were availed to all while the rest reported no accountability measure at all. This indicates that the partnership has not emphasized accountability and transparency as priority to the partners. The work and use of funds given to the partners is therefore at risk. As indicated in the literature, partnership structures should facilitate transparency which is lacking in the IPM partnerships.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Summary of the findings**

The objectives of this study were two-fold. Firstly, it was to determine the project partners' understanding of the partnership and to establish ways to improve the partnerships in order to enhance their effectiveness and efficiency. The research was guided by two specific questions; do all project partners have a common understanding of partnership? And does the current partnership structure ensure an effective and efficient implementation of projects for sustainability

The main findings were that the partnership structures do not promote ownership and therefore the sustainability of the interventions is questionable and the partnership has not taken time to explain its scope, mandate and relationship with the project partners.

#### **5.2 Conclusions**

From the major findings, the following are the conclusions for this research.

##### **5.2.1 Understanding of the Partnership**

Although there were some indications of awareness of the partnership, the project partners seemed to demonstrate a lack of understanding as to the scope of the partnership, the mandate of the project partners and the duration of the partnership. It also seemed that the project partners were dependent on IPM for their existence. They had a notion that IPM owned them hence they had not established links with other organization.

From the foregoing and which is clear to conclude that the partnership has not taken time to explain its scope, mandate and relationship with the project partners.

### **5.2.2 Partnership structure and effective/efficient implementation of projects for sustainability**

The partnership requires that the PC be the point person in communicating with IPM. However, this has been perceived as the only person privy to the partnership. For instance in one project it was clear that the PC was seen as the owner of the partnership and its activities to a point where the bank account and all matters pertaining to the project partner are personal.

Some of the project partners are not formal and depend on personalised relationships for their existence. There is poor documentation of issues related to the partnership. Issues' concerning what really informs intervention activities, conflict of interests, lack of constitutions and adherence to the same, roles and obligations/ mandate of those involved are of concern. Ownership of projects and sustainability of interventions is therefore questionable. The researcher concludes that the partnership structures do not promote ownership and therefore the sustainability of the interventions is questionable.

### **5.3 Recommendations**

In making recommendations for the partnership, the focus is on how best it can be strengthened both in the short and long term. From the conclusions above, four key recommendations are proposed while the operational model is specified in Table 5.1

First, the partnership should clarify the scope, mandate and its terms. Thus the partnership should clarify the extent of involvement with the project partners, for how long this would happen. Consequently, specify the project the partnership would address and encourage the partners to establish links with other like minded organizations and networks. Secondly, as evident in the findings of this report, the project partners need to be strengthened in order to promote sustainable projects and ownership of the projects by the communities served. Thirdly, improve the governance and use of partnership resources then finally; build the Capacity of project partners. Appendix 7 is an operational plan to implement this. As for further research, the researcher suggests that further work is done to get answers to the following questions.

#### **5. 4 Suggested areas for further research**

In the course of this study, some issues arose that could not be fully resolved. Although important, it was felt that to attempt to fully respond to these issues would run the risk of straining the already limited resources including time and finances. The researcher identifies these as areas for further research to include but not limited to the following:

1. To what extend are development partners prepared for phase-out of partnerships engagements?
2. Are partnerships accountable to their stakeholders / what measures do they have in place for accountability and transparency?
3. To what extend do development partnerships reinforce partnership values?
4. Are partnership goals well integrated with those of development partners?
5. If partnership goals are not well integrated, to what extent does conflict cause disharmony in the organization?
6. What power dynamics exist in development partnerships?

## REFERENCES

- Austin, J. E. (2000a). *Collaboration Challenge: How Non-Profits and Businesses Succeed Through Strategic Alliances* (First Edition ed.). Dorchester, Massachusetts: Jossey-Bass.
- Austin, J. E. (2000b). Strategic Collaboration Between Non-Profits and Business. *Nonprofit and Voluntary Sector Quarterly*, 29(1), 69-97.
- Bergquist, W., Betwee, J., & Meuel, D. (1995). *Building Strategic Relationships How to Extend Your Organization's Reach Through Partnerships, Alliances and Joint Ventures* (First Edition ed.). San Francisco: Jossey-Bass.
- Levinger, B. & McLeod, J. (2001) Partnership Principles, Practices and Methodology: A Southern Perspective (Online) retrieved on 1/9/2008 [http://www.impactalliance.org/ev02.php?ID=1416\\_201\\_2&ID2=DO\\_TOPIC](http://www.impactalliance.org/ev02.php?ID=1416_201_2&ID2=DO_TOPIC)
- Brehm, V. M (2001). Promoting Effective North-South NGO Partnerships *Occasional Papers Series No. 35*. Oxford: INTRAC.
- Boase, B (1997). What is a Partnership? (Online) retrieved on 2/9/2008 <http://www.seasite.niu.edu/lao/undp/whatisPartnership.htm>
- CARE "n.d" Partnership Principles (online) retrieved on 1/9/2008 [www.usaid.gov/.../crosscutting\\_programs/private\\_voluntary\\_cooperation/conf\\_care\\_partnershipprinciples.pdf](http://www.usaid.gov/.../crosscutting_programs/private_voluntary_cooperation/conf_care_partnershipprinciples.pdf)
- Caswell, F (1994). *Success in STATISTICS*. Clays Ltd. England.
- Catholic Relief services "n.d" Partnership Principles (online) retrieved on 1/9/2008 [www.foodaid.org/worddocs/localcapacitv/CRS%20PRINCIPLES%20OF%20PARTNERSHIP.doc](http://www.foodaid.org/worddocs/localcapacitv/CRS%20PRINCIPLES%20OF%20PARTNERSHIP.doc)
- Catholic Relief Services (2000) *The Partnership Toolbox: A facilitators' Guide to Partnership Dialogue*, Baltimore
- Cheung, V (2004) Christian development as meaningful partnership: A literature review (online) retrieved on 2/9/2008 [http://en.micahnetwork.org/partnership/partnership\\_literature](http://en.micahnetwork.org/partnership/partnership_literature).

- Chambers R., Pettit J. & Scott-Villiers P. (2001). The new dynamics of aid: power, procedures and relationships. *IDS Policy Briefings, Institute of Development Studies, Issue 15*
- Chambers, R. (2004). Ideas for developing: Reflecting forwards. *IDS Working Paper 238*
- Christian Reformed World Relief Committee (1997), *Partnering to build and measure organizational capacity- Lessons from NGOs around the world*. Grand Rapids, MI: Christian Reformed World Relief Committee.
- Covey, S. R. (1990). *The Seven Habits of Highly Effective People: Restoring the Character Ethic* (1st Fireside ed.). New York: Fireside Book.
- Crooke, M. (2003) *Beyond the Horizon: A guide to managing development projects from a distance*. Australian Council for Overseas Aid.
- Department for International Development (DFID) (September 2002) *Tools for Development. A handbook for those engaged in development activity, Performance and Effectiveness Department, DFID* (online version)
- Doz, Y. L., & Hamel, G. (1998). *Alliance Advantage: The Art of Creating Value Through Partnering* (First ed.). Boston: Harvard Business School Press.
- Doz, Y. L., Olk, P. M., & Ring, P. S. (2000). Formation processes of R&D consortia: Which path to take? Where does it lead? *Strategic Management Journal, 21*(3), 239-266.
- Drucker, P. F. (1990). *Managing the non-profit organization: practices and principles* (1st ed.). New York, N.Y.: HarperCollins.
- Fade, D (2007). Capacity building: who builds whose capacity?  
*Development in Practice, Volume 17, Issue 4 & 5 . pp 630 - 639*
- Fowler, A (1991). Building partnerships between Northern and Southern development NGOs: Issues for the 1990s *Development in Practice, Volume 1, Issue 1 1991 . pp 5 - 18*
- Girgis, Mona (2007). The Capacity-building Paradox: using friendship to build capacity in the South *Development in Practice, Volume 17, Issue 3 June 2007 , pp 353 - 366*



- Hoksbergen, R (2005). Building civil society through partnership: lessons from a case study of the Christian Reformed World Relief Committee *Development in Practice, Volume 15, Issue 1 February 2005 . pp 16*
- Kale, P., Dyer, J. H., & Singh, H. (2002). Alliance capability, stock market response, and long-term alliance success: The role of the alliance function. *Strategic Management Journal, 23*(8), 747-767.
- Kanter, R. M. (1989). *When Giants Learn to Dance: Mastering the Challenge of Strategy, Management, and Careers in the 1990s* New York: Simon and Schuster.
- Kanter, R. M. (1997). *On the Frontiers of Management (First Edition ed.)* [Boston, Mass.: Harvard Business School Press].
- Karasoff, P. (1998). *Collaborative Partnerships: A Review of the Literature*. Washington, D.C.: Technical Assistance Center for Professional Development Partnerships.
- Koenig B. (2008). *Going Global for the Greater Good: Succeeding as a Nonprofit in the International Community* Jossey-Bass.
- Kombo D.K & Tromp D.L.A (2006). *Proposal and Thesis Writing:An Introduction*, Paulines Publications Africa,Kenya
- Kotter, J. P. (1996). *Leading Change (First Edition ed.)*. Boston, MA: Harvard Business School Press.
- Leahy, J. "n.d", Using Excel for Analysing Survey Questionnaire (online) retrieved on 30/7/2008 <https://learningstore.uwex.edu/pdf/G3658-14.pdf>
- Lewis D. & Sobhan B.. (1999) Routes of funding, roots of trust? Northern NGOs, Southern NGOs, donors, and the rise of direct funding *Development in Practice, Volume 9, Issue 1 & 2 February 1999, pp 117 – 129.*
- Lister S., (2000). *Power In Partnership?: An Analysis of an Ngo's Relationships with its Partners* John Wiley & Sons, Ltd.
- Makuwira J..(2006) Aid partnership in the Bougainville conflict: the case of a local women's NGO and its donors *Development in Practice, Volume 16, Issue 3 & 4 June 2006 , pages 322 – 333.*
- Mattessich, P. W., Murray-Close, M., & Monsey, B. R. (2001). *Collaboration: What*

- Makes it Work, a Review of Research Literature on Factors Influencing Successful Collaboration (2nd ed.). Saint Paul, MN: Amherst H. Wilder Foundation.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis* (second edition) Thousand Oaks, CA: Sage.
- Montouri A. & Conti I.. (2004). The meaning of partnership (online) retrieved on 22/8/2008 <http://www.ciis.edu/faculty/articles/montouri/meaningofpartnership.pdf>
- Morse S. & McNamara N.. (2006). Analyzing institutional partnerships in development: a contract between equals or a loaded process? *Progress in Development Studies* 2006; 6; 321
- Mugenda O. & Mugenda G., (1999). *Research Methods quantitative and qualitative approach*. Nairobi, ACTS Press
- Nachimias C. F & Nachimias D., (1996) *Research Methods in Social Sciences*, (Fifth Edition) Arnold, London.
- Pickard, M (2007) Reflections on relationships: the nature of partnership according to five NGOs in southern Mexico *Development in Practice*, Volume 17, Numbers 4-5, pp. 575-581(7)
- Rickett, D. (2002). *Making Your Partnership Work* (First Edition Ed.). Enumclaw, Washington: WinePress Publishing.
- Spekman, R. E., Isabella, L. A., & MacAvoy, T. C. (2000). *Alliance Competence: Maximizing the Value of Your Partnerships*. New York: Wiley.
- Stuckey J.D. Durr B and Thomas G.M (2001) *Partnership Principles: What We Have Learned about Partnering and Institutional Capacity Building Concepts* (online) retrieved on 1/9/2008 [http://www.usaid.gov/our\\_work/cross-cutting\\_programs/private\\_voluntary\\_cooperation/conf\\_care\\_partnershipprinciples.pdf](http://www.usaid.gov/our_work/cross-cutting_programs/private_voluntary_cooperation/conf_care_partnershipprinciples.pdf)
- Taylor-Powell, E& Renner M(2003). *Analysing Qualitative Data* (Online) retrieved on 30/7/2008 <http://learningstore.uwex.edu/pdf/G3658-12.pdf>
- Wheatley, M. J. (2002). *Turning to one another: simple conversations to restore hope to the future* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers.

Module 10: Grant Process and Self-evaluation

For information on the strength of the relationship between the organization and the project, please indicate the source of the information and the relationship status.

Question and Focus	Answer Categories
Name of the organization	
Level of the respondent	
How did your organization first learn about ITR?	Through a friend... Through the Register... From the website... Through another organization... Others specify...
How long has your organization been in partnership with ITR?	Less than 1 yrs... 2-3 yrs... 4-5 yrs... More than 5 years...
What was your role in the initial phase of the partnership?	I was the primary contact... I was a secondary contact... I was not involved... Other...
How often do you meet with ITR?	Weekly... Monthly... Quarterly... Other...
How often do you communicate with ITR?	Daily... Weekly... Monthly... Other...
How often do you meet with ITR?	Weekly... Monthly... Quarterly... Other...
How often do you communicate with ITR?	Daily... Weekly... Monthly... Other...

## Appendix 1: Questionnaire/Schedule

Factors influencing the strength of collaborative partnerships (This questionnaire was administered to the Project Coordinators and those with decision making roles in the organizations.

No.	Questions and Filters	Coding Categories
1	Name of the organization	
2	Title of the Respondent	
3.	How did your organization get to know about IPM	Through a friend.....1 Through the Regional Coordinator.....2 From the website.....3 Through another organization.....4 Others Specify.....5
4	How long has your organization been in partnership with IPM?	Less than 2yrs.....1 2-3yrs.....2 3-4yrs.....3 4-5yrs.....4 More than 5years.....5
5	What was (were) the initial goal(s) of the partnership?	Income generation activities.....1 To host IPM delegation.....2 To support various projects for women, youth and children.....3 All the above.....4 None of the above.....5
6.	Do you believe there is a proper integration of your organizations goals and the partnership?	YES.....1 NO.....2
7.	Do you know where the boundaries/limits between	YES.....1

	the activities of the partnership and your own organizations lie?	NO.....2
8.	Does the partnership structure facilitate effective flow of communication?	YES .....1 NO .....2
9.	In case a conflict arose in the partnership, how would you resolve it?	Pull out from the partnership.....1 Discuss with the members then with IPM.....2 Confront those concerned .....3 Avoid communication for a while.....4 Others specify.....5
10	Does your organization have appropriately structured board or other decision making forum?	YES.....1 NO.....2 NOT SURE.....3
11	Who makes decisions for the partnership in your organization?	The committee/Advisory council.....1 Some few members .....2 All are consulted.....3 Others specify .....4
12	Do partner representative(s) bring reports back to the organization?	All The Time.....1 Sometimes.....2 Never.....3
13	What criteria does the organization apply to select partner representatives?	Technical Expertise.....1 Abilities and skills to work with other organizations.....2 Relationship with the partner.....3 Exposure to different cultures.....4 Others Specify.....5
14	Does regular training and re-enforcement of the partnership values take	YES.....1 NO.....2 NOT SURE.....3

	place?	
15	How long is your organization going to be in partnership with IPM?	0-1 year.....1 1-3 years.....2 3-5 years.....3 Not Sure.....4 No fixed duration.....5
16	What sustainability plan have you put in place in case the partnership ends?	The members contribute to common kitty for maintenance.....1 We are now linked to the line government ministry.....2 There is an income generation to support the project.....3 We have developed other market Links.....4 Others specify.....5.
17	What accountability measures has the partnership put in place?	Monthly/regular financial reports on availed stakeholders .....1 Reports on activities and results availed to stakeholders.....2 Partnership meetings open to all beneficiaries and management.....3 All the above.....4 None of the above.....5

## Appendix 2: Focus Group Discussion Questions

1. In your own words –what is partnership?
2. What would you say are the benefits of the partnership between your organization and IPM?
3. Is there a time you felt your partnership with IPM bore fruits, please discuss
4. What actions are taken to maintain trust between partners?
5. Are the partnership decisions implemented effectively.
6. What are the benefits of working in a partnership rather than as individual groups?
7. What are some of the causes of poor relationships between your organization and IPM?
8. How can this partnership be improved?

### **The Swahili version of the above FGD questions**

1. *Kwa maoni yako, ni nini maana ya ushirikiano?*
2. *Ushirikiano wenu na IPM una umuhimu gani?*
3. *Kuna wakati ushirikiano wenu na IPM uliridhisha? Ni nini hasa kiliridhisha wakati huo*
4. *Ni matendo gani yanayotekelezwa kuleta uaminifu katika ushirikiano?*
5. *Makumbaliano ya Ushirikiano yanadumishwa vilivyo?*
6. *Kuna faida gani kushirikiana na IPM kuliko kuendeleza shughuli zenu kipekee?*
7. *Ni sababu zipi zinazoleta kutoelewana katika ushirikiano wenu na IPM?*
8. *Ni vipi ushirikiano huu ungeendelezwa?*

*Limitation: the translation was spontaneous so this might not be the best Swahili for the above questions.*

### **Appendix 3: Observation guide.**

In addition to the above questions, observation was done guided by the following

- a) Person answering most of the questions about the partnership
- b) Project documents and records kept. Person keeping the records
- c) Terms used to refer to the relationship (possessive terms)
- d) Reaction of the group members while a question is responded to.



#### **Appendix 4: Collaborative Partnership Structure and Practice: A Scan of Literature**

Collaboration is a part of a continuum of connection between two or more organizations or individuals working on a task of mutual interest and benefit. The least connected part of the continuum is that of cooperation, in which organizations or individuals work in parallel ways on tasks. There is little visible change in organizational structure in cooperation. Collaboration involves structural changes in organizations, including financial and personnel allocations (Doan, 1995). Partnership might best be viewed as an intense form of collaboration.

One of the most comprehensive reviews of literature on collaboration (Mattessich and Monsey, 1992) synthesized existing studies of collaborative ventures across government, academic, and business sectors and extracted factors that "make it work". Prominent among these factors are the following factors and sub-factors:

- **"Environment** (History of collaboration or cooperation in the community, collaborative group seen as leader in the community, political/social climate seen as favorable)
- **Membership:** (Mutual respect, appropriate cross-section of members, members see collaboration as being in their self-interest, ability to compromise)
- **Process/Structure:** (Members share a stake in both process and outcome, multiple levels of decision making, flexibility, development of clear roles and policy guidelines, adaptability)
- **Communications:** (Open and frequent communication, established informal and formal communication links.)
- **Purpose:** (Concrete, attainable goals and objectives, shared vision, unique purpose) and
- **Resources:** (Sufficient funds, skilled convener) "(From Mattessich and Monsey, pp.14-15).

These six main factors need to be kept clearly in sight as the USEIN translates goals and objectives into a tangible organizational model. One method to ensure more visibility of such factors is to follow the evaluations of similar initiatives and examine findings and recommendations (Moen and McClure, 1997, to be described in a later section).

Partnership as an area of interest has emerged in the late 1980's and 1990's for a number of pragmatic reasons. Social conditions of resource management and allocation, together with factors of mutuality of interest have been a part of the attention now being paid to "partnering" seen in many efforts (Clarke and Lacey, 1997; Nicholls, 1997, Doen, 1995).

Partnerships as social entities, studied for their structure, dynamics, and outcomes, evolved from the field of Group Dynamics, popularized in the 1960's and 1970's. Research findings concerning the interactions of dyads and groups led to an interest across academic, business, and government sectors in management. The characteristics of the literature on partnership features strategy in planning (Bergquist et al., 1995) strategic partnerships and effects of partnership on the use of resources. The very essential points of a partnership in business include: efficiency, flexibility, expanded resources, expanded markets, a sense of interdependence, and an opportunity for personal gratification (Bergquist et al., 1995).

Within the Library sector, "partnerships" have been a focus in the literature for more than a decade. An inspection of the Wilson database "Library Literature" yielded 130 + discrete entries that used the term "partnership" in the title or subtitle. The search was restricted to United States libraries, and excluded book reviews. An examination of the kinds of relationships described in this literature yielded several categories, with most titles revealing the connections of persons and organizations:

- partnership within a library.
- partnership within an institution or association.
- partnership with foundations,
- partnership with commercial sources, especially vendors and publishers
- partnership with government.

- partnership across libraries/communities.
- partnerships across multiple sources.

The largest segment of the literature was on partnerships formed at a local level: within-library (such as technical services-library), within an institution ( librarian-faculty or school media specialist-teacher partnerships), or community liaisons (public libraries-school libraries, public libraries-community). Literature that focused on academic libraries covered consortium collaborations, partnerships with corporations, partnerships within national and state library associations, and government-library initiatives.

The literature on partnerships also included associated management styles. Perhaps the most visible management model in the literature that is considered to nurture collaborative ways of operating is that of **Total Quality Management (TQM)**. The TQM process emphasized the need to rethink the traditional hierarchy-based organizational structures, and has been described in applications in the library sector (Koval-Jarboe, 1996). The kinds of collaboration seen in ACRL's 1997 Conference in Nashville involved resource sharing, task sharing (Carr, 1997), and collection development (Shabb, 1997). Another organizational structural component reflected in recent literature is that of "**Structuralization for digital information in organizations**" (Rosenbaum, 1997), which takes into account the kinds of social relationships, rules, protocols, and methodologies that arise from a consideration of the commodity being developed, in this case, digitized information.

Nervins (1997) noted that the library culture has always been a collaborative culture. Noting that "collaboration" takes differing shades of meaning in different cultures is important---business is conducted differently by libraries, government, industry, foundations, and academia. An example of these differences can be seen in articles in the Harvard Business Review that stress the rewards of collaborating with competitors. Since USEIN is, presumably to be a government-supported operation, the kinds of organizational structures that are in place to do business, government-style, need to be known (Osborne and Gaebler, 1992). Encompassing views of collaboration, commodity

as organizer, and subsequent management structures will be a major challenge for USEIN's planners. (online)<http://www.ed.gov/pubs/Structures/collaborativepartners.html>

The following are some of the key issues that will be addressed in the report. The report will also provide a list of recommendations for the states to consider in developing their own management structures.

The report will also provide a list of recommendations for the states to consider in developing their own management structures. The report will also provide a list of recommendations for the states to consider in developing their own management structures.

The report will also provide a list of recommendations for the states to consider in developing their own management structures. The report will also provide a list of recommendations for the states to consider in developing their own management structures.

The report will also provide a list of recommendations for the states to consider in developing their own management structures. The report will also provide a list of recommendations for the states to consider in developing their own management structures.

The report will also provide a list of recommendations for the states to consider in developing their own management structures. The report will also provide a list of recommendations for the states to consider in developing their own management structures.

## Appendix 5: CARE Partnership Principles

CARE's approaches to partnerships will necessarily vary between and within country offices as well as over time. There are however, common guiding principles from which we can learn and on which we can model our context-specific partnership goals and processes. The ten principles outlined below are touch-points in that partnering process, places where the positive potential of the relationship can be consciously shaped and enhanced.

**1. Weave a fabric of sustainability.** Partnerships must seek to weave a fabric of sustainable development from a confluence of missions between civil society, government and the private sector institutions. Sustainable development requires that services delivered be valued by their constituents, that local organizations delivering them have the capacity to do so efficiently and effectively, and that the operating environment not only authorizes but supports their delivery. Sustainability must be based on a respect for individual rights and an imaginative creation of collaborative relationships between the different sectors of society that may not have been adequately addressed in the past.

**2. Acknowledge interdependence.** Each partner needs the other to fulfill its individual and joint mission. Recognizing this phenomenon of mutual need and inter-connectedness allows the parties to share responsibility and to work for the benefit of the whole and the other, knowing that this also serves their own best interests.

**3. Build trust.** Trust evolves over time between partners. Taking risks, cooperating, showing care and honoring commitments, as well as the simple familiarity that comes with working together over time, help establish trust.

**4. Find shared vision, goals, values and interests** Partners have many things in common, but also many unique elements to their work. It is not important that all of the partners' goals and values line up together; it is important that there be significant common

ground, a shared mission, for joint action. Partnerships need to articulate what's important to them, and understand where their shared purpose and interests lie.

**5. Honor the range of resources.** Each party to the partnership brings a different set of resources. A truly effective partnership utilizes all of its collective resources, regardless of who they may 'belong' to. Withholding of resources is a common organizational phenomenon, so a positive climate must be built in which partners are encouraged to offer all that they bring to the larger whole.

**6. Generate a culture of mutual support and respect for differences.** The culture, or way of being together, is a silent but potent factor in any relationship, one that can either energize or sabotage the work. Many organizational cultures have a tendency to deplete or frustrate its members. A good partnership actively nourishes and supports its members, so that people feel good about being part of it. Showing appreciation and respect for partners' differences not only provides this needed support, but also allows for those differences to be used as valuable resources for enhancing the partnership objectives.

**7. Find opportunities for creative synergy.** Creativity is needed to face challenges and overcome obstacles. In a partnership, co-creativity (or a joint creative process) fulfills the old adage that says, 'two heads are better than one'. When there is a good rhythm to that co-creativity, it becomes synergy, where the whole is truly greater than the sum of its parts. Synergy happens when partners combine and balance asymmetries in their individual skills and power. It is a myth to think that a goal of partnership is to achieve equality in all aspects of the relationship. Skills, power, and potential are inherently unequal. The reason that partners join together in the first place is to achieve complementarity by combining asymmetries for mutual benefit. The challenge is to assure that neither partner uses asymmetrical/unequal power to the detriment of the other.

**8. Commit to mutual accountability.** Partnership involves shared ownership of risks, benefits, and responsibility for outcomes. One of the great stumbling blocks in partnering is fear of being held accountable for the mistakes of others, or conversely not receiving

recognition for success. In successful partnerships the partners clarify roles, make commitments, and devise ways to hold each other mutually accountable. Mutual accountability requires an appropriate degree of shared governance, i.e., shared voice in decision-making processes.

**9. Address relationship difficulties as they occur.** All relationships have challenges. Misunderstandings, poor communication, hurt or angry feelings, power struggles, incorrect assumptions, distorted perceptions - these and other factors can cloud the air with unspoken resentments or active disputes. Partners need regular and open contact to be able to address these naturally occurring difficulties as soon as possible, in order to prevent serious conflicts and to heal wounds before they fester.

**10. See partnering as continuous learning process.** Partnering is a relationship that invents itself as it goes along. The quality of the partnership is related to the degree to which the parties are willing to assess and examine that process from a learning perspective. Curiosity, discovery, inquiry and wonder about each other and about the relationship, paired with active and periodic reflection on the state of the relationship, help keep the partnership lively and thriving.

This section draws text from Burke, M. *CARE USA's Program Division Partnership Manual*. June 1997, with modifications following the CARE USA Sussex partnership workshop, November 2000.

## Appendix 6: CRS partnership Principles

### The Quality Statement: CRS Principles of Partnership

*All of Catholic Relief Services' programs are based upon operational relationships which capitalize on our complementary capacities to achieve the optimum benefit for poor and marginalized people. At their best, these relationships reflect the concept of partnership—embodying essential principles of Catholic Social Teaching, such as respect for human dignity, the life of the person in community, and people's ownership of their own development process.*

The following principles provide a conceptual framework and set of ideal goals that apply to all CRS' operational partnerships.

1. *CRS bases partnerships upon a shared vision for addressing people's immediate needs and the underlying causes of suffering and injustice.*  
CRS' partner of preference is the local Catholic Church, usually through its social action agencies, because of our common commitment to justice as an active and life-giving virtue which defends the dignity of all persons. We also collaborate with other faith-based and secular organizations (including private, government, community, and intermediate entities) in recognition of the role they play in promoting justice and reconciliation, and of the fundamental values that are frequently shared by other faith and humanitarian traditions.
2. *All of CRS' partnerships assign responsibility for decision-making and implementation to a level as close as possible to the people whom decisions will affect.* This is the principle of subsidiarity. Local partners share the responsibility for identifying priority needs and opportunities, designing the response to those needs, and acquiring the skills required for implementation of that response.
3. *CRS achieves complementarity and mutuality in its partnerships,* recognizing and valuing that each brings a set of skills, resources, knowledge, and capacities to the partnership in a spirit of mutual autonomy.
4. *CRS fosters equitable partnerships* by engaging in a process of mutually defining rights and responsibilities, in relation to each partner's capacity, required to achieve the goal of the partnership.
5. *In its relationships with partners CRS promotes openness and sharing of perspectives and approaches.* These relationships are founded upon a spirit of respect of differences, a commitment to listen and learn from each other, and a mutual willingness to change behavior and attitudes. CRS also encourages relationships between local partners and local communities based on such openness.



6. To foster healthy partnership. CRS promotes *mutual transparency* regarding capacities, constraints, and resources.
7. By building partnerships, CRS seeks to make a *contribution to the strengthening of civil society*. CRS also encourages its partners to engage in dialogue and action with other members of civil society, in order to contribute to the transformation of unjust structures and systems.

*Local capacity development is an extension of this essential vision of partnership in the context of particular operational relationships with local organizations and communities. Local capacity development goes beyond a specific project activity, based rather on a shared vision of and commitment to ongoing joint action. Local capacity development includes a commitment to healthy partnership, to the organizational development of partners, and to the development of the broader society in which the relationship unfolds.*

The following principles apply to those partnerships in which a commitment to Local Capacity Development exists.

8. The engagement of CRS and the local partner in Local Capacity Development involves a long-term commitment to complete a mutually agreed upon process of organizational development. This commitment is characterized by a spirit of accompaniment: a close relationship that is flexible and responsive in both its institutional and personal forms.
9. CRS recognizes that all communities have capacities and coping mechanisms that should be identified, understood, and strengthened as the primary source of solving local problems. CRS and its partners *maximize community participation* in all aspects of programming to ensure community ownership of, and decision-making within, the development process.
10. CRS facilitates and promotes the strengthening of partners' abilities to identify, build on, and address their vulnerabilities, strengths, and specific capacity building needs through a process that leads to sustainability.

## **LCB STANDARDS AND GUIDELINES**

The purpose of these Standards and Guidelines is to suggest a set of concrete means by which CRS country programs can begin to carry out agency policy, as outlined in the *Principles of Partnership*. Based on the recommendations that emerged during the 1997 Summit, the standards presented here address only two principles: *strengthening civil society* and *organizational development of local partners*.

These standards are based on CRS and partner organization staff experiences and visions of program quality, as well as those of other international organizations; hopefully they will serve as a starting point from which we can build. Throughout the process described

above, these standards are likely to be revised to more accurately reflect the experiences, knowledge, and attitudes of CRS staff and their partners. In addition, as the long-term process of institutional learning associated with the partnership concept and practice evolves, standards for other partnership principles may be developed.

## **A. Strengthening Civil Society**

### **Principle 7**

*By building partnerships, CRS seeks to make a contribution to the strengthening of civil society. CRS also encourages its partners to engage in dialogue and action with other members of civil society, in order to contribute to the transformation of unjust structures and systems.*

### **Standards and Guidelines**

1. CRS projects include activities that seek to involve partners and project participants in *understanding and addressing root causes* of the targeted symptom of poverty or injustice (such as high infant mortality, high erosion rates, illiteracy, or food insecurity).
2. Country programs assist local partners and their networks in *strengthening legal, policy, and operating environments* for civil society through such nonviolent means as:
  - Providing contacts in other countries to encourage and facilitate exchanges of information;
  - Supporting advocacy training, events, and activities, including public awareness campaigns; and
  - Convening fora for discussion and action among local civil society, PVOs, U.N. agencies, donors, and host government bodies.
3. Country programs facilitate and support *networking and coalition-building* within civil society as well as between civil society and the business and government sectors through various approaches, including:
  - Providing funds for workshops, conferences, and training opportunities;
  - Managing umbrella projects that involve multiple local organizations working together;
  - Supporting intermediary or support organizations that offer training, networking opportunities, advocacy assistance, and other services to local organizations; and
  - Engaging local government and small businesses in development efforts with civil society partners.
4. Country programs seek to *create linkages* between local partners and organizations sharing similar purposes and mission at both the regional and international level,

including those in the United States, for the purpose of sharing information, strengthening institutional capacity, building alliances, and accessing resources.

5. CRS country programs and headquarters departments collaborate with European Catholic agencies to *educate and engage constituencies* in common global citizen concerns, as well as link those constituencies with local partner constituencies to enrich constituency education, and form global networks for action.

## **B. Organizational Development of Local Partners**

### **Principle 8**

The engagement of CRS and a local partner in local capacity development involves a long-term commitment to complete a mutually agreed upon process of organizational development. This commitment is characterized by a spirit of accompaniment: a close relationship that is flexible and responsive in both its institutional and personal forms.

### **Standards and Guidelines**

1. Country programs engage local partners in *joint and mutual organizational assessment and planning processes* through which all parties, including CRS, collaboratively identify their own strengths, prioritize the areas in need of improvement, and create their own action plans.
2. Country programs work with local partners to *strengthen partner organizational capacities*, based on shared action plans, on a regular basis as well as through project-specific interventions and occasional training, as needed.
3. Country programs *collaborate with other PVOs and local NGO support organizations* to provide training for organizational development, in an effort to increase consistency, avoid repetition, increase cost-effectiveness, provide networking opportunities for local organizations, and decrease dependence of local NGOs on a single PVO.
4. Country programs *provide all CRS staff with opportunities to learn why and how CRS works with partners*, using the Principles of Partnership, the CRS Justice Strategy, and principles of Catholic Social Teaching as guidelines.
5. Country programs *maintain the number of their local partners at a level consistent with their capacity* to provide sound and regular financial, management, administrative, technical, and moral support that is consistent with CST.

[www.foodaid.org/worddocs/localcapacity/CRS%20PRINCIPLES%20OF%20PARTNER SHIP.doc](http://www.foodaid.org/worddocs/localcapacity/CRS%20PRINCIPLES%20OF%20PARTNER%20SHIP.doc) Accessed on 1/9/2008

## Appendix 7: Operational plan for the recommendations

Recommendation	Objective	Action	Agency
1. Clarify the scope, mandate and terms of the partnership	To demarcate partnership activities and enhance prioritisation and targeting of resources	<p>i) Review partnership application documents for each partner</p> <p>ii) Identify which activities are supported by the partnership</p> <p>iii) Communicate this to each partner while advising the partners on the mandate and scope of the partnership</p>	IPM and project partners.
2) Strengthen partnership structures	For sustainable impact in the communities served.	<p>Establish proper decision making structures</p> <p>Identify partnership representatives</p> <p>Organize annual training and partnership reinforcement meeting with the project partners</p>	<p>Project partners</p> <p>Project partners</p> <p>IPM</p>

Recommendation	Objective	Action	Agency
3.) Improve the governance and use of Partnership resources	To reduce potential for mismanagement and promote accountability in project implementation  To encourage participation of community members	(i) Strengthen the mechanism for good governance at all levels through skills training  (ii) Formulate a robust engagement framework i.e. schedule meetings, proactively provide regular progress reports to members and beneficiaries	IPM and project partners  Project partners
4) Build the Capacity of project partners	To effectively & efficiently undertake the various tasks the partnership	Undertake a rapid capacity building needs assessment of all project partners.  Formulate a capacity building plan clearly indicating the actual needs, service providers and the costs involved.	IPM and Project partners  IPM and Project Partners

### Appendix 8: Work plan

<b>Dates</b>	<b>Activity</b>	<b>Responsibility</b>	<b>Duration</b>	<b>Expected output</b>
June 3 to June 13, 2008	Piloting and possible adjusting of data collection tools.	Self	10days	Data collection instruments
June 20 to July 20, 2008	Focus group discussios,interviews,and observations	Self/Research assistant	one month	Filled data collection instruments
July 21 to July 31, 2008	Data entry by the researcher and research assistant, and analysis	Self/Research assistant	One week	Edited and analysed data
August 1 to 31 2008	Report writing Defense and revew by supervisor	Self	One month	Draft report for submission
September 2008	Report writing	Self	One month	Submission of the final report.

### Appendix 9: Budget

Item/activity	Comments	Quantity	Cost per item (Kshs)	Total cost (Kshs)	
Research proposal	Printing 1 draft copies of 28 pages each	28	10.00	280.00	280
Copies of research proposal	6 copies of 28 pages each	168.00	3.00	504.00	504
Interview Schedule	Initial printing	5.00	10.00	50.00	50
photocopy of interview schedule	for pilot and final interviews	20.00	3.00	60.00	60
Draft report	1 copy of 60 pages	60.00	10.00	600.00	600
Photocopy of draft report	6 copies of pages each	360.00	3.00	1080.00	1080

Item/activity	Comments	Quantity	Cost per item (Kshs)	Total cost (Kshs)	
Final report	Print	80	10.00	800	2240
	6 copies of 80 pages	480	3.00	1440.00	
Binding of final report	6 copies of 80 pages	6.00	200.00	1,200.00	6014.00
<b>Communication</b>					
Telephone calls	Calls to coordinate the research.			6,000	6000
Research assistant	Data entry and analysis/Data collection	1	10,000	10,000	16,000
<b>Transport &amp; subsistence</b>					
Correspondence with supervisor	Transport and calls			10,000	10,000
Transport for interviews	Makueni, Kajiado, Dandora.			3560	3560
Accommodation and meals	For the interviews outside Nairobi	2	2500	5000	5000
Contingencies	10% of total cost			4657.4	46,574
<b>Total</b>					51,231.40