



## Developing a checklist for intersectoral partnerships for health promotion

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# DEVELOPING A CHECKLIST FOR INTERSECTORAL PARTNERSHIPS FOR HEALTH PROMOTION

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# DEVELOPING A CHECKLIST FOR INTERSECTORAL PARTNERSHIPS FOR HEALTH PROMOTION

Phase 2 of the work plan on 'Developing a Quality Framework for Intersectoral Partnerships for Health Promotion' is focused on developing a checklist to guide health promotion practitioners in the development of effective intersectoral partnership working based on a set of evidence-informed criteria. This report describes the process of developing the checklist through a review of existing partnership resources (journal articles, guidelines, manuals, handbooks, tools, toolkits, reports, workbooks, workshop proceedings, and various organisations' publications) and drawing on the review of the international literature on effective partnership working conducted in Phase 1 (Corbin, Jones and Barry, 2015). The review of partnership resources included a database of existing partnership tools from past studies and an internet search was also conducted to identify new resources. The list of resources was refined after filtering on the basis of relevance for intersectoral health promotion partnerships. The final 'Partnership Checklist: Tool for Assessing Partnership Functioning' was developed based on the review of existing tools and their evaluation. The Bergen Model of Collaborative Functioning (Corbin & Mittelmark, 2008), and the findings from the international literature review (Corbin, Jones & Barry, 2015), were used to inform the selection of core domains and key items to be included in the Checklist.

## Search Strategy

An electronic search was carried out in October 2014 to collect information about existing partnership frameworks, tools and relevant literature. The search was carried out on the World Wide Web with search terms: "health promotion" AND "intersectoral partnership" OR "partnership", AND "guide" OR "manual" OR "tool" OR "framework". The World Wide Web resources and databases consulted to conduct the search were Google, Google scholar, NICE UK, Canadian portal of best practices in Health Promotion, and The Health Communication Unit, Ontario. The review was restricted to publications in English.

A total of 75 resources were collected, which were a mix of journal articles, guidelines, manuals, handbooks, tools, toolkits, reports, workbooks, workshop proceedings, and various organisations' publications. Partnership resources were also included from past work 'Health Promotion Partnerships: An analysis of the factors that contribute to successful partnership functioning' (Jones, 2008). The list of 75 resources is presented at Annex A.

In the first stage, the resources were filtered on the basis of relevance. The inclusion criteria applied were: either the resource had been used as an assessment tool for partnerships in the health sector (health promotion or public health) or, it described a set of partnership domains as part of a framework. A set of quality criteria was developed and applied to the collected resources. This included the type of resource (tool, guideline, framework, etc.), citation, focus, level of implementation (local, regional, country-wide, etc.), format of the tool (questionnaires, rating scale items, self-assessment, etc.), partnership domains, evaluation and measurement characteristics (evaluation, validity, reliability). This shortened the list of resources to 25 partnership tools.

## Thematic Analysis

In the next stage the partnership resources were analysed for themes based on the partnership domains identified in the Bergen Model of Collaborative Functioning and the literature review. Each tool had unique purpose and set of domains which differed from others. According to the purpose and subject area of the resource, various domains overlapped and appeared as either core or sub-domains. A total of 82 partnership domains were identified across these tools. Due to the large number of partnership domains identified and the complexity in clustering the domains under core and sub-domains, a basic matrix was needed to map the identified domains to determine which of the tools or resources met the criteria for effective intersectoral partnerships. This matrix was adopted from the partnership domains described in the Bergen Model of Collaborative Functioning (Corbin & Mittelmark, 2008). The following section gives a brief overview of the model and how it was utilised in developing the Partnership Checklist.

## Bergen Model of Collaborative Functioning

The Bergen Model of Collaborative Functioning (Corbin & Mittelmark, 2008) is a theoretical model that has been empirically tested in a number of diverse health promotion initiatives, as an analytical frame to examine collaborative working arrangements, as a guide for practice and as an evaluation tool (Corbin, Jones & Barry, 2015). Based on systems-thinking, the model describes functioning in terms of inputs, throughputs and outputs, while emphasizing the interaction and dynamics between these elements.

The model presents a framework of 15 partnership domains for effective intersectoral partnerships. The inputs include mission, partner resources and financial resources. When the inputs enter the collaboration, they interact with various elements of the collaborative process such as leadership practices, communication, formalized roles and procedures (or lack thereof), and the interaction

with each other (e.g. power relations, trust, funding/partner balance). The outputs of partnership are additive results (people do what they would have done anyway), synergy (the sum of the parts is more positive than what would have been possible working in isolation) and antagonism (the loss of input—e.g. wasted time or money) and feed back into the collaboration, affecting processes of functioning in both negative and positive ways (Corbin & Mittelmark, 2008).

The review of the international literature on effective processes for partnership working (Corbin, Jones & Barry 2015) confirmed the importance of the domains outlined in the Bergen Model of Collaborative Functioning and informed the selection of the domains and items for inclusion in the Checklist. The partnership domains in the Bergen Model were incorporated into a matrix that was used to plot 82 domains from the selected tools. These domains were clustered and merged under the domains of the Bergen Model described above (Table 1). The partnership domain called Additive Results (work that partners accomplish individually without the benefit of collaboration), from the Bergen Model, could not be found in any of the 25 selected tools. The domain Antagonism (result of losing something along the way, whether that be partner time, financial resources or some other input) was found only in one partnership tool. Each of the selected tools focused on at least one or more Maintenance Tasks (activities that keep the partnership functioning in practical and logistical ways) followed by Leadership, Mission and Synergy.

The selected 25 tools were a mix of toolkits/ tools, questionnaires, guidelines, checklists, and frameworks. In light of the analysis, a manual on evaluation of coalitions and collaboratives, *Evaluating Collaboratives: Reaching the Potential* (Geran, 1998) was found to be a comprehensive resource in terms of containing partnership domains similar to the Bergen Model. The manual included 13 domains, similar to the 15 domains of the Bergen Model, explained under eight sections: context, collaborative journey, practice, self-interest, feasibility, process, outcomes and methods and techniques. Another toolkit 'The Partnership Toolkit: Tools for Building and Sustaining Partnerships' (Collaboration Roundtable, 2001) was also found relevant in terms of comprehensiveness having 10 domains similar to the Bergen Model. This toolkit is from a series of community services called Collaboration Roundtable by MOSAIC, a multilingual non-profit organisation dedicated to addressing immigrants and refugee issues in the course of their settlement and integration into Canadian society. The toolkit provides information on how to use the toolkit, checklist before entering a partnership, a primer on partnerships and a glossary.

Table 1: Partnership domains mapped on the Bergen Model

Tools & Frameworks	Inputs			Throughputs							Context	Output			
	Partnership resources	Mission	Financial Resources	Leadership	Communication	Roles/Structure	Input interaction	Power	Trust	Maintenance tasks	Production tasks	Organisational context	Additive Results	Synergy	Antagony
The Partnership Analysis Tool (VicHealth)		✓								✓					
Partnership Evaluation Tool (IPH, Ireland)							✓				✓	✓		✓	
Partnership Self-Assessment Tool (US)			✓	✓			✓		✓	✓				✓	✓
The partnership assessment tool (Nuffield Institute for Health, UK)							✓		✓					✓	✓
Tools for Building Clinic-Community Partnerships to Support Chronic Disease Control and Prevention (US)	✓			✓						✓				✓	
A Fruitful Partnership – effective partnership working – checklist for action (Audit Commission, UK)		✓		✓					✓	✓				✓	
Coalition Building Tips (US)			✓	✓						✓				✓	
Working in partnership: developing a whole systems approach – self-assessment toolkit (NHS, UK)	✓	✓					✓			✓					
Health in All Policies: A Guide for State and Local Governments (US)										✓					
A pocket guide to building partnerships (WHO)		✓		✓							✓			✓	
Partnership Assessment Tools: Procedures (US)	✓	✓		✓						✓				✓	
The Partnership Toolkit: Tools for Building and Sustaining Partnerships (Canada)	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓			
The Partnering Toolbook (UK)										✓				✓	
The partnership handbook (Canada)	✓	✓		✓		✓				✓	✓				
Networks that work: Partnerships for Integrated Care and Services (UK)	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓			
Partnership Assessment Toolkit (Canada)		✓		✓	✓	✓				✓					
CDC Partnership Tool Kit: Program Version (US)		✓								✓				✓	
Partnership Building: Practical Tools to Help You Create, Strengthen, Assess and Manage Your Partnership or Alliance More Productively (US)										✓					
Community ToolBox: Creating and Maintaining Partnerships (US)	✓	✓	✓			✓				✓					
The Partnering with Governments Navigator (UK)	✓									✓				✓	
The Working Partnership (NHS, UK)	✓		✓	✓			✓			✓		✓			
Partners in Health: A toolkit for building successful partnerships (NHS, UK)		✓		✓	✓			✓	✓	✓					
Evaluating Collaboratives: Reaching the Potential (US)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	
Learning to Collaborate: Lessons in effective partnership working in health and social care (UK)	✓	✓	✓	✓		✓			✓	✓					
A Practical Approach to Evaluating coalitions (US)	✓		✓			✓				✓				✓	

The review of the selected partnership assessment tools, partnership domains described in the tools and accompanying questionnaire items, facilitated the development of the Partnership Checklist. Two other tools, which were consulted in terms of their relevance to the format and ease of use, were; 'The Partnership Analysis Tool: A Resource for Establishing, Developing and Maintaining Partnerships for Health Promotion (VicHealth, 2011) and 'Working in Partnership: Developing a Whole Systems Approach' (NHS, 2000).

## Partnership domains and items

The Partnership Checklist developed initially was comprised of nine domains and 52 items and was designed to facilitate assessment of intersectoral partnerships at the start-up stage. The nine domains selected were: Need for the partnership, Mission, Context, Partners' profile, Resources, Leadership, Roles and structures, Communication, and Partnership functioning. These domains and items were adapted from the partnership assessment tools mentioned above. The domains and the number of items are summarised in Table 2 below.

Table 2: Partnership domains and number of items in the checklist

Partnership domains	No. of items
Need for the partnership	3
Mission	5
Context	4
Partners' profile	7
Resources	4
Leadership	6
Roles and structures	8
Communication	6
Partnership functioning	9
Total items	52

The reviewed partnership tools had various methods to collect, analyse and present the results of the assessment data. These ranged from manual or electronic submission of data, workshops and meetings to surveys, interviews and graphical representation of the results of the analysis. It was decided that for the checklist a scoring process adapted from the NHS tool 'Working in Partnership: Developing a Whole Systems Approach' (NHS, 2000) would be followed utilising a spidergram diagram discussed in a later section. The participants were given four choices to respond to each item of the questionnaire:

1. No - Action Needed
2. No - But action in hand
3. Yes - But needs Improving
4. Yes - Working well

The checklist was designed to be completed by all individual partners and then by the partnership as a whole. Once the questions were answered for each domain, an overall score for that domain could be given. All partners then meet to agree a joint assessment. The final scores for each facet could then be taken forward to a summary sheet to complete the spider web diagram. Bringing the results together in this way enables the creation of a profile of development priorities, which are focused on areas where performance needs to be improved.

## Experts' Consultation

In the next phase of development the Checklist was sent to a panel of global health promotion experts for their views on the partnership domains in the checklist, questionnaire items, the scoring method and overall views about its usability through an online questionnaire. Six experts, with extensive experience of intersectoral partnership research and practice, responded to the online questionnaire and gave their views on various aspects of the Checklist. The questionnaire was sent to the experts through online survey software 'SurveyMonkey'. These responses of the experts are summarised below.

## Partnership domains

The Checklist was comprised of nine sections based on the partnership domains (Table 2). The expert panel was asked to provide feedback on their overall impression of the domain and their corresponding items, including suggestions to include a new item, removal or modification of item/s. The participants were asked to give an overall scoring to the domain and items based on their importance to the Checklist where 1= Not Important, 2=Slightly Important, 3=Important and 4=Very Important. The rating averages are given at Table 3.

Table 3: Rating averages for the importance of the partnership domains

Need for the partnership	3.6
Mission	3.8
Context	3.6
Partners' profile	3.4
Resources	3.4
Leadership	3.4
Roles and structures	3.6
Communication	3.6
Partnership functioning	3.6

All experts agreed on the importance of the set of nine domains utilised as the framework for assessing health promotion partnerships. One of the participants suggested that a separate domain be created for 'Trust, Mistrust and Power' issues concerning partnerships. The authors are of the view that these domains are sufficiently addressed in the domains of Partners' profile, Leadership and Partnership Functioning and do not require a domain on their own.

### Checklist items

The experts gave useful and detailed feedback on the questionnaire items under each domain (Table 2). Overall, the participants expressed concerns regarding the use of terms like 'staff', 'simple', 'respect', 'partnership leaders', 'face to face', 'ample', etc. Some key issues raised were:

Relevance of items under various domains e.g. the item 'The partners see their core business as partially interdependent' was suggested to be moved to the domain 'Need for partnership' instead of 'Roles and structures'.

Overlap of items e.g. item 'The lines of communication, roles and expectations of partners are clear' in the domain 'Communication' section was thought to be overlapping with items in the domain 'Roles and structures'.

Some items were found to be idealistic or difficult to set-up e.g. the part about 'informal contact' in an item in domain Communication 'There are regular opportunities for informal and voluntary contact between staff from the different agencies and other members of the partnership'.

One of the comments regarding the consistency in the items 'There is some inconsistency through in relation to the wording format of the statements - some about what partners have, some about what partners will do and some 'plans exist@ maybe consider a more consistent wording?' was noted to make suitable changes to the final checklist.

Some challenges in designing the items were expressed by the participants: 'I think that somehow this all needs to be framed in the understanding that there is no one "right" way to do partnership', and 'Format is fine it's just difficult to be generic as depending on the partnership there can be variances on all of the issues'.

*Action taken:* All the feedback was considered and relevant changes were made to the items including change in terms, moving items to more relevant sections of the checklist, modifying or deleting some items which were found to be overlapping or hard to understand due to terminology used. The final checklist had 49 items in all.

## Scoring

The choice of responses for each item provided to the participants, 1=No - Action Needed, 2=No - But action in hand, 3=Yes - But needs Improving, and 4=Yes - Working well, were found by participants as not applicable to some of the items: 'A partnership approach is the best way to address the issue at hand', 'The partners share common ideologies, interests and approaches', etc.

One of the participants was of the view that 'the plotting of the spidergram is limited in its usefulness because some of these items may be more or (less) useful to a given partnership'. The participant suggested that some grey areas could be highlighted and an open-ended exploration of some of the concepts undertaken. Inversely another participant reported that the design is simple and the scoring system is more likely to be used, 'Spidergrams are useful for visualisation of the situation'.

*Action taken:* The response choices were changed to 1=Strongly disagree, 2=Disagree, 3=Agree, and 4=Strongly agree. The spidergram method of graphical representation of results was retained due to its simplicity in capturing the strengths and barriers and depiction of the situation in one graph.

## Overall usefulness

The participants were asked whether in their experience the checklist would be a useful tool to use when starting up a partnership. Some comments received were:

'Useful practical and visual format'

'It depends on who is filling it out and the collaborative process they are or are not employing. I almost think a list of questions to ponder with pros and cons to various answers might be more useful than a yes/no scale. But anything that gets people questioning their process will be a good thing!'

'I think this is more helpful as an evaluation of intersectoral partnerships to be completed once the partnership is up and running and at various stages beyond. It is a good guide for the development of a partnership but it's a timing issue. Not sure how early in the start-up it is planned to be used but I think it would be particularly useful to take a temperature reading of how the partnership is working once it is up and running'.

This was considered to be useful feedback in terms of the objective of the checklist which was initially proposed to be used at the time of start-up of the partnership.

*Action taken:* The final Checklist was designed to be used at the early stages of the partnership formation and the assessment to be repeated at regular intervals in the duration of the partnership. In each cycle of use the individual partners could use the Checklist and the scores can be cumulated at a joint session and plotted on the spidergram. The spidergrams created at various stages of the partnership can then be compared to determine how the partnership is progressing.

The final Checklist is presented in the next section.

## Partnership Checklist: Tool for Assessing Intersectoral Partnership Functioning

The Partnership Checklist provides a framework to guide health promotion practitioners in the development of effective partnership working. It is designed to help practitioners assess their readiness for working in a partnership and how to ensure effective processes during the course of the partnership development. The Checklist should be used in conjunction with the guidelines included in this booklet. The Checklist will help identify the strengths and weaknesses of partnership functioning and processes. The Checklist is not intended for use as a performance management tool.

The Partnership Checklist can be used internally by a partnership to establish a baseline for understanding and assessing the process of partnership functioning at a given point in time. It can also be used jointly by all partners for the same purpose. It is recommended that the Checklist be used at an early stage in the partnership and then repeated at suitable intervals to assess whether the partnership is on track.

The Partnership Checklist is divided into sections based on nine partnership domains:

1. Need for the partnership – the benefits of a partnership approach are clear
2. Mission - refers to the purpose of a partnership and encompasses the idea of a shared vision and aligned goals which draws together the individual, organizational and financial partners.
3. Context - refers to the external environment within which the partnership exists. It includes the individual contexts of all the partners as well as the economic, political, social and cultural context.
4. Partners' profile – refers to the partners' overall skills and expertise, and willingness to share resources to fulfil the mission.
5. Resources - encompass financial and other resources such as time, skills, expertise, reputation, personal networks and connections, etc.
6. Leadership – refers to single leaders, co-leaders, or a team of leaders who provide strategic direction to achieve the partnership's mission.
7. Roles and structures – refer to the level of formalization and working arrangements with the partnership
8. Communication - the ways partners (including leadership) convey information both within the partnership and externally.
9. Partnership functioning – tasks and activities that maintain the partnership and keep it productive pertaining to the partnership's mission.

## Instructions for use

There are 49 items in total, which each respondent is asked to score from 1 to 4 using a Likert scale: where 1=Strongly disagree, 2=Disagree, 3=Agree, and 4=Strongly agree. Once the questions have been answered for each domain, an overall single score for that domain is calculated based on the average.

Each cycle of assessment comprises of two phases: In Phase 1 each individual partner carries out a self-assessment by completing the Checklist. In Phase 2 all the partners in the partnership meet for a joint assessment. In this phase, evidence should be provided to support the assessment.

The final scores for each domain can then be plotted on the spidergram sheet provided below. This diagram should be completed by each partner in their self-assessment and for the partnership as a whole. Various spidergram assessments can be compared at different stages in the partnership to realise strengths, challenges and the status of progress of partnership.

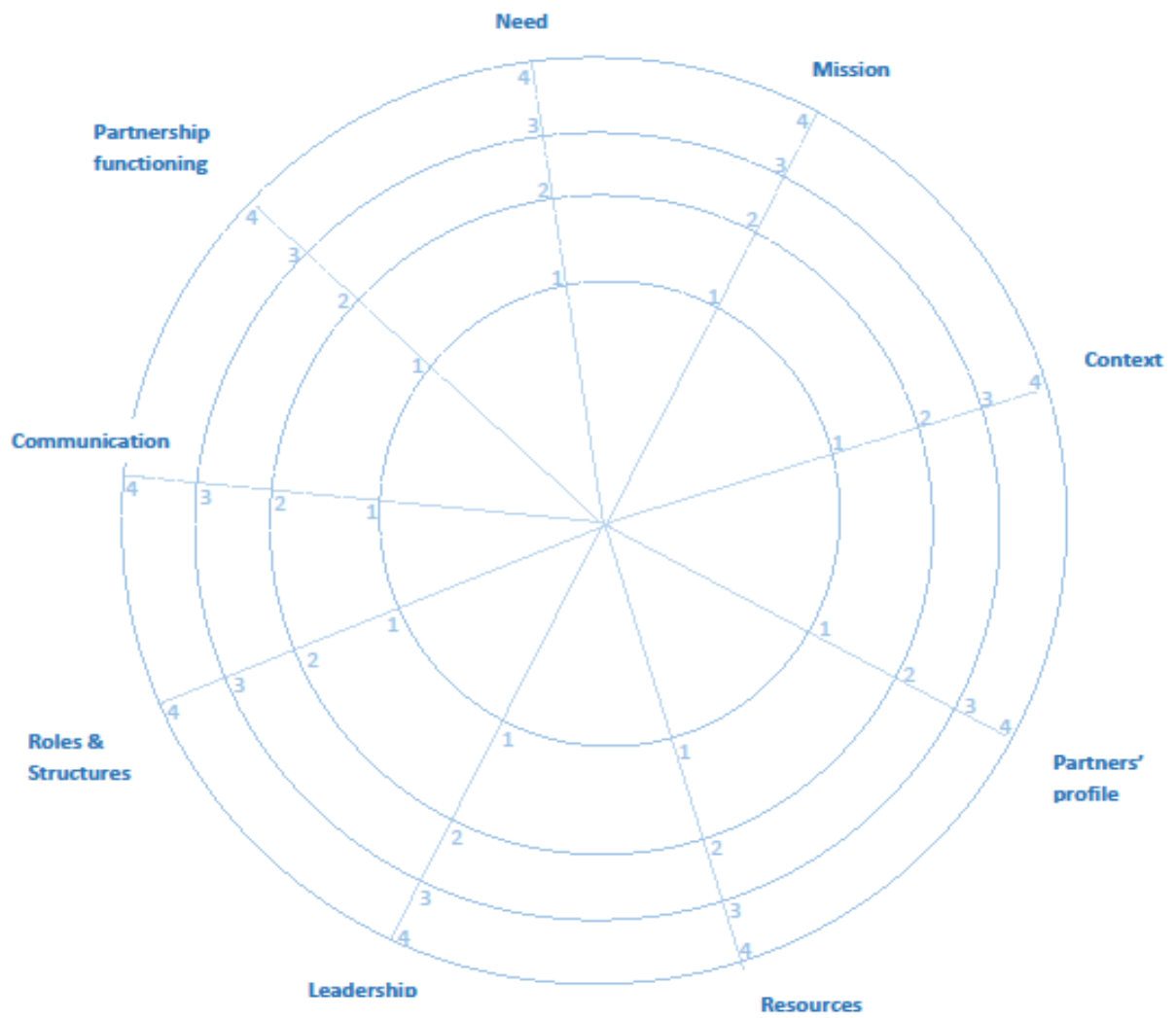
## Partnership Checklist: Tool for Assessing Intersectoral Partnership Functioning

No	Partnership domains and items	Strongly disagree	Disagree	Agree	Strongly Agree
	<b>Need for the partnership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	There is a perceived need for the partnership in terms of areas of common interest and complementary capacity.				
2	A partnership approach is the best way to address the issue at hand.				
3	The benefits of the partnership approach are clear.				
				<b>Score</b>	
	<b>Mission</b>				
4	Partners are able to articulate a common vision and mission for the partnership.				
5	There is a shared understanding of, and commitment to the purpose of partnership among all potential partners.				
6	The objectives of the partnership are realistic to all members and obtainable.				
7	The partnership is planned to be culturally appropriate to the public/community/local setting.				
8	The partnership is supported by policy leaders and influential decision-makers.				
				<b>Score</b>	
	<b>Context</b>				
9	The contexts (economic, political, social and cultural) which are external to the partnership but affect it's functioning have been considered.				
10	Factors that can support partnership success including institutional factors, personal factors, and factors relating to the partnership itself have been considered.				
11	Factors that can impede partnership success including institutional factors, personal factors, and factors relating the partnership itself have been considered.				
12	There is a satisfactory level of organisational and political commitment towards achieving partnership objectives.				
				<b>Score</b>	
	<b>Partners' profile</b>				
13	All the key partners (individual, organisations, community, and financial) have been identified.				
14	Partners are committed to working well together.				
15	Partners have the necessary skills and expertise for collaborative action relevant to partnership.				
16	The partners are willing to share their ideas, resources, influence and power to fulfil the goal.				
17	There is enough variety among members to have a comprehensive understanding of the issues being addressed.				
18	The partners have an understanding and respect for each other.				
19	The partners see their individual mission as partially interdependent.				
				<b>Score</b>	

	<b>Resources</b>				
20	There is an investment in the partnership of time, personnel, materials, facilities and other resources as required.				
21	There are internal resources (financial and non-financial) available to continue the partnership.				
22	The partnership has taken into account the external resources relevant to partnership functioning.				
23	The partnership has adequate and consistent funds.				
					<b>Score</b>
	<b>Leadership</b>				
24	The partnership has well-defined leadership (single leader, co-leader, team of leaders, leading organisation).				
25	The leadership has a process for deciding on a clear vision and gaining consensus.				
26	The leadership has the capacity to promote openness, trust, autonomy, and confer respect.				
27	The leadership has the capacity to bridge differences and facilitate interaction between partners.				
28	The leadership has the capacity to share power, plan and oversee work.				
29	The leadership has the capacity to create space for dialogue and challenge assumptions.				
					<b>Score</b>
	<b>Roles and structures</b>				
30	The roles, responsibilities and expectations of partners are clearly defined.				
31	The way formal roles and structures have been laid out will support ownership and accountability.				
32	Some partners have roles that cross the traditional boundaries that exist between agencies or divisions in the partnership.				
33	The administrative, communication and decision-making structure of the partnership is clear.				
34	Transparent mechanisms exist to manage financial and other resources each partner brings to the partnership.				
35	The partnership has the capacity to create strategic alliances and joint working arrangements across organizational boundaries.				
					<b>Score</b>
	<b>Communication</b>				
36	The partners and leaders have good opportunity for face-to-face communication.				
37	Partners have clear tasks to communicate.				
38	The lines of communication between the partners are clear.				
39	There are opportunities for informal and voluntary contact between staff from the different agencies and other members of the partnership.				
40	There are planned formal structures for sharing information and resolving conflicts.				
41	Strategies are planned to ensure that alternative views are expressed within the partnership.				
					<b>Score</b>

<b>Partnership functioning</b>					
42	There is a participatory decision-making system that is accountable, responsive and inclusive.				
43	Partnership has agreed processes to address the issues of trust and sharing power among partners.				
44	Partners are aware that the action is adding value (rather than duplicating services) for the community, clients or agencies involved in the partnership.				
45	The partnership ensures that opportunities exist for community participation in the partnership (members of public, specific populations, voluntary organisations).				
46	Plans exist to continuously monitor and evaluate partnership so learning can take place.				
47	Plans exist to deal with changing structures, leadership issues and communication problems.				
48	Plan exists to ensure widespread dissemination of monitoring and review findings amongst partners.				
49	There is a clear and reasonable exit strategy.				
					<b>Score</b>

## Spidergram for plotting partnership assessment findings



## References

Collaboration Roundtable, (2001). *The Partnership Toolkit: Tools for Building and Sustaining Partnerships*. Multilingual Orientation Service Association for Immigrant Communities (MOSAIC), Canada.

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Geran, J., Rossing, B., & Taylor-Powell, E. (1998). Evaluating collaboratives: Reaching the potential. *University of Wisconsin Extension*.

The Department of Health, (2000). *Working in partnership: Developing a whole systems approach - self-assessment toolkit*. National Health Service, UK.

## Annex A: List of Partnership Tools

No.	Citation	Name	Type of document	Focus	Level
1	Halliday, J.; Asthana, S; Richardson, S. UK, 2004	Evaluating Partnership: The Role of Formal Assessment Tools	Research Paper	To explore the contribution of formal tools to our understanding of partnership	Local level
2	Lempa, M., Goodman, R.M., Rice, J. and Becker, A.B, US, 2008	Development of Scales Measuring the Capacity of Community-Based Initiatives. Health Education and Behaviour, 35(3), 298-315.	Research Paper	To describe the development of two measures for the capacity of local public health initiatives. Development of scales to measure capacity in community partnerships. Unit of analysis was the partnership. Questionnaire and interviews used.	Local level (community)
3	Stott, L. and Bahri, G; Harrison, T; Kallinowsky, E; and Stibbe, D (Contributors), England, 2011	The Partnering with Governments Navigator. Building effective collaboration with the public sector in Africa	Booklet (reflection questionnaire)	To assist understanding of the opportunities and challenges of working in cross-sector partnerships with African governments	multiple levels (Local, state, government)
4	Social Enterprise UK in association with the Institute for Voluntary Action Research, UK, 2013	The power of partnerships: effective working with the voluntary, community and social enterprise sector to achieve local health goals	Guide (reflection questionnaire, guideline, list of resources)	to provide ideas, inspiration and evidence to support productive partnerships across health and social care	Local level
5	Heart Health Resource Centre, Canada, 2009	Partnership Development	Guide (guideline, list of resources and bibliography)		
6	Rudolph, L., Caplan, J., Ben-Moshe, K., & Dillon, L.,US, 2013	Health in All Policies: A Guide for State and Local Governments	Guide (guideline, list of resources, lists of critical thinking questions)	It is geared toward state and local government leaders who want to use intersectoral collaboration to promote healthy environments	Multiple levels (local, state, and national levels)
7	Tennyson, R., England, 2005	The Brokering guide book: Navigating effective sustainable development partnerships	Guide book	To illuminate the critical part played by brokers in multi-sector partnerships and To outline and support in practical ways the many tasks that a broker may undertake	Local level (public, private and civil society)
8	World Health Organization, 2003	A pocket guide to building partnerships	Pocket guide (Guideline, questionnaire; It can be used as a multidirectional dialogue)	To provide a guide to awareness for those involved in partnership work and as a means of increasing partnership effectiveness.	

9	Frank, F; Smith, A; Canada, 2000	The partnership handbook	Handbook (guide or reference book: it provide information, guideline, check list, tips and questions)	To support the most current understanding and development of partnerships	Multiple levels (community, governmental: local, regional and national)
10	Michael Winer and Karen Ray; USA, 1994	Collaboration handbook: creating, sustaining and enjoying the journey	Handbook (framework, stages)	To help start any kind of joint effort, improve an existing collaborator, or help test with a small project	Multiple levels (ind-ind; ind-org; org-org; collaboration to community)
11	Mc Manus, S; Tennyson, R; England, 2008	Talking the Walk: A Communication Manual for Partnership Practitioners	Manual (tips, guidelines, questionnaires, checklist, assessment tool)		Local level (practitioners)
12	Kretzmann J.; McKnight, J; Co-Directors with Dobrowolski, S. Puntteney, D; US, 2005	Discovering community power: a guide to mobilizing local assets and your organization's capacity	Manual (questionnaire and different tools: list of resources and skills)	To help any organization to strengthen its own organization by enhancing connections with the community's assets. To strengthen the community by investing in the community's assets. To strengthen current and future community based projects, activities, and proposals.	Local Level (community, local organizations)
13	Venture Philanthropy Partners by McKinsey & Company, Washington, US, 2001	Effective Capacity Building in Nonprofit Organizations	Manual (Principles and core concepts and capacity assessment grid)	To develop a definition of Non-profit organizational "capacity" as well as an easy-to-use tool for assessing it. To capture valuable lessons from organizations that have engaged in successful capacity building.	Local level (non-profit organizations with other sectors)
14	Centre for Research and Education in Human Services & Social Planning Council of Cambridge and North Dumfries. Published by Centre for Research and Education in Human Services, Ontario, Canada, 2004	Building sustainable non-profits: the waterloo region experience	Manual (guideline, questionnaires encourages on-going self-evaluation, discussion, and concrete actions)	To provide non-profit organizations of all types with practical strategies for building their capacity to weather sustainability challenges	Local level (non-profit organizations with other sectors)
15	Mattessich, P.; Murray-Close, M.; Monsey, B.; US, 2001	Collaboration: What Makes It Work	Manual (questionnaire)	To review and summarize the existing research literature To report the results To make available practical tools	Local level
16	The Centre for Public Scrutiny, UK, 2011	Peeling the onion. Learning, tips and tools from the Health Inequalities	Manual/ Report (guideline – indicators/test, questionnaires, tips)	To provide a platform for members, officers, the community and professionals to come together to focus on and unpick the complexities of health inequalities	Local, governmental

17	VicHealth (2003), Victoria: Australia	The Partnership Analysis Tool. A resource for establishing, developing and maintaining partnerships for health promotion	Analysis tool (phases, activities and checklist)	To help organisations reflect on the partnerships they have established and monitor and maximise their effectiveness. Provides a framework to help organisations understand, reflect on, and strengthen, new and existing partnerships.	Local level (organisations entering into working in a partnership)
18	Victorian Health Promotion Foundation, Australia, 2008	The partnerships analysis tool	Analysis tool (activities, checklist)	To help organisations involved in health promotion projects to reflect on the partnerships they have established and monitor their effectiveness	Local level
19	Institute of Public Health in Ireland, 2007	PET Questionnaire 1 & 2	Assessment Tool (Questionnaire)	To help multisectoral partnerships to monitor their development, to assess emerging benefits and to identify areas for further development. To provide a conceptual model of how partnerships may impact on the determinants of health	Local level
20	Center for the Advancement of Collaborative Strategies in Health at The New York Academy of Medicine, US	Partnership Self-Assessment Tool	Self-assessment tool (conceptualization)	To provide a measurement of the key indicators for successful collaboration and level of synergy.	Multiple levels
21	Hardy, B., Hudson, B., & Waddington, E. (2000). Nuffield Institute for Health, Community Care Division.	Assessing strategic partnership. The partnership assessment tool.	Tool (questionnaire)	Provides a checklist of what to ensure / avoid for setting up partnerships and assess partnership relationships.	Local level (local authorities, public and private service, and voluntary org)
22	Afsana, K.; Habte, D.; Hatfield, J.; Murphy, J.; Neufeld, V.; Canada, 2009	Partnership Assessment Toolkit	Tool (questionnaire and exercises)	Assess partnerships for health research partnerships	Local level
23	Hurrell, S.; Hussain-Khaliq, S.; Tennyson, R. on behalf of	The case study toolbox: partnership case studies as tools for change	Tool book (guide, checklist and self assessment questionnaire)	Process of cross-sector partnering	Local level
24	Tennyson, R. 2003 (The Partnering Initiative and the Global Alliance for Improved Nutrition (GAIN))	The Partnering Toolbox	Toolbook	Cross-sector collaboration in Nutrition sector	
25	Halper, E.; UK, 2009	Moving on: Effective Management for Partnership Transitions, Transformations and Exits	Tool book (prompts, phases, checklist and guidelines)	Help and support partnership practitioners in building rigour in the partnership paradigm	Local level
26	Collaboration Roundtable, Canada, 2001	The Partnership Toolkit: Tools for Building and Sustaining Partnerships	Tool kit (checklist, questionnaire, self-assessment and rating tool)	Help organizations build and sustain partnerships	Multiple levels (small, large and community agencies, funders)

27	CDC, 2006	Partnership Tool Kit: Program Version	Tool kit (4 tools)	Determining the need for a partnership, developing a partnership, evaluating the partnership, and sustaining the partnership.	Multiple levels (partnership in general)
28	Gormley, W., Guyer-Miller, L., 2007 (WHO, USAID)	Partnership Building: Practical Tools to Help You Create, Strengthen, Assess and Manage Your Partnership or Alliance More Productively	Tool kit (checklist, questionnaire, rating scale)	Identifying potential partners, facilitating kick-off meeting, creating memorandum of understanding, etc.	
29	Community Tool Box (US)	Creating and Mainatining Partenships	Tool	Guidlines for creating a partnership among organizations to address a common goal	Multiple levels
30	Washington University in St. Louis School of Medicine, US, 2008	Tools for Building Clinic-Community Partnerships to Support Chronic Disease Control and Prevention	Tool and framework (guides and self-assessment checklist)	assess partnership development, agency capacity within and between agencies, intermediate and long-term outcomes.	Local level (community and health clinics)
31	Barnidge, E., Brownson, C., Baker, E., Shetty, G., US, 2010	Tools for Building Clinic-Community Partnerships to Support Chronic Disease Control and Prevention	Research Paper	Assess the progression from partnership development to the achievement of specific short-term, intermediate, and long-term outcomes.	Local level
32	Martinez Lucio, M; Mark S, UK, 2002	Assessing partnership: the prospects for, and challenges of modernisation	Research Paper	Overview of partnership and an introduction to assessing partnership	Multiple levels
33	Koelen, M.A., Vaandrager, L., Wagemakers, A., Netherland, 2012	The Healthy Alliances (HALL) framework: prerequisites for success.	Research Paper	Identify conditions and prerequisites for successful alliances	Local level
34	Woulfe, J.; Oliver, t; Zahner, s.; Siemering, k; US, 2010	Multisector partnerships in population health improvement	Research Paper	Review rationale, key organizational and contextual factors associated with effective multisector partnerships.	Multiple levels (community, organizations)
35	Oxenbridge, S and Brown, W, UK, 2002	The two faces of partnership? An assessment of employer/trade union relationship	Research Paper	Examine the context and characteristics of partnership arrangements emerging between employers and unions at the workplace level in Britain	Local level
36	Lasker, R.; Weiss, E.; Miller, R.; USA, 2001	Partnership Synergy: a practical framework for studying and strengthening the collaborative advantage	Framework	Operationalize partnership synergy and identify determinants of partnership functioning	Multiple levels (funders, leaders, coordinators of partnerships, policy makers, researchers)

37	Fawcett, S.; Schultz, J.; Watson-Thompson, J.; Fox, M.;	Building Multisectoral Partnerships for Population Health and Health Equity	Research Paper	Examine factors that contribute to poor performance in achieving population health goals.	Multiple levels
38	Bremby, R.; USA, 2010	Building Multisectoral Partnerships for Population Health and Health Equity	Framework & Guide	Consider challenges to engaging stakeholders at multiple ecologic levels in building collaborative partnerships for population health	
39	Sunderland, N., D. Domalewski, et al.; Australia, 2009	Which comes first: the partnership or the tool? Reflections on the effective use of partnership tools in local health partnerships	Research Paper	Use of a partnership self-evaluation tool in local health partnerships in Australia.	Local level
40	Pieter Glasbergen, Netherlands, 2010	Understanding Partnerships for Sustainable Development Analytically: the Ladder of Partnership Activity as a Methodological Tool	Guideline	Development of partnerships for sustainable development as a process from various sectors of society	Multiple levels (state, market and civil)
41	Audit Commission reports, UK, 2005	Governing partnerships: Bridging the accountability gap	Report (checklist of questions)	Provide practical help to those involved in partnerships	Multiple levels
42	Nesta, UK, 2013	Networks that work: partnerships for integrated care and services	Report (checklist and guideline)	Development of third sector organisations to provide services helping people to get on top of their conditions	Local level (third sector)
43	Audit Commission, UK, 2009	Working better together? Managing local strategic partnerships	Report (advice, examples, checklist, briefing papers)	Manage local public service performance and finances; explore opportunities for , and challenges to, improvement; and provide practical guidance for partners in LSPs	Multiple levels (local, governmental)
44	National collaborating centre for healthy public policy, IUHPE, European observatory on health systems and policies, 2008.	Governance tools and framework for health in all policies	Report	Overview of governance tools and results of literature that examines their effectiveness.	Multiple levels (local, governmental)
45	Effective Change Pty Ltd & VicHealth	Partnership Resource for Community Arts	Guide	Challenges of working in partnerships, and highlighting the benefits.	Local level (community Arts Organizations)
46	Quality Improvement and Innovation Partnership, Canada 2010	Community partnership resource guide	Guide	Create or expand the relationships with the community networks of partners	Local level
47	Health Promotion Clearinghouse, Nova Scotia, 2011	Partnership Building	Resource list	Provide information from provincial, national and international sources on the topic of building lasting partnerships	Multiple levels

48	National Collaborating Centre for Methods and Tools, Ontario, Canada, 2010	Partnerships for policymaking	Resource summary (implementing the tool, list of resources)	Key recommendations and lessons learned through the process of establishing formal and arm's length relationships between researchers and policy-makers.	Organizational level (researchers and policy makers)
49	Woulfe J, Oliver TR, Zahner SJ, Siemering KQ. <i>Prev Chronic Dis</i> 2010	Multisectoral partnerships for health improvement	Research Article	Provide rationale for multisectoral partnerships, and, key organizational and contextual factors associated with effective multisectoral partnerships.	Multiple levels (community, organizations, researchers)
50	Association of Directors of Social Services, England, 2003	Implementing building capacity and partnership in care: from principles to practice	workbook	Help local authorities and health organisations improve commissioning of non-acute services, principally for older people	Multiple levels
51	Dorfman, D.; Portland, US, 1998	Building partnerships workbook Strengthening Community Education: The Basis for Sustainable Community Renewal	Workbook (steps with self-questioners to reflex on the items)	Conceptualize networks and the practices that will help to bring them about.	Local level
52	King, k.; Smith, A.; Frank, F.; Canada, 2000	The partnership facilitator's guide (and summary )	Workshop (exercises)	Assist in evaluating partnership activity, identify the issues and challenges, prioritize the identified issues and challenges, and, assist the practitioners to develop strategies for responding to issues and challenges.	Local level
53	AHEC/Community Partners (2005) Amherst:MA	Coalition Building Tips	Guide	Coalition working, tips on advocacy, funding, evaluation, care of coalition leaders, barriers and how to overcome them, leadership and sustainability.	
54	Audit Commission, (1998), London: Audit Commission	A Fruitful Partnership – effective partnership working – checklist for action	Questionnaire	help local government, NHS and the police to make better decisions about when to set up a partnership and to improve the effectiveness of existing and future partnerships.	
55	Butterfoss, F.D. (2004), <i>Health Promotion Practice</i> , 5(2):118-126	The Coalition Technical Assistance and Training Framework: Helping Community Coalitions Help Themselves	Framework	Diagnose coalition strengths and challenges, provides a prescription for action planning.	
56	Department of Health, United Kingdom (2000)	Working in partnership: developing a whole systems approach – self-assessment toolkit	Questionnaire	Policy and goal setting, accountability, networking and alliances, culture and learning, resources, and skills and competencies.	Community

57	Feinberg, M.E., Gomez, B.J., Puddy, R.W. and Greenberg, M.T. (2008).	Evaluation and Community Prevention Coalitions: Validation of an Integrated Web-based/Technical Assistance Consultant Model	Questionnaire	Assess functioning of community coalitions.	
58	Frank, F. and Smith, A. (2000), Quebec: Human Resources Development, Canada	The Partnership Handbook	Guide	Guidelines on preparing for partnership, the three stages of the partnership process, knowledge, attitudes and skills necessary, common problems and solutions and different types of partnerships.	
59	Frearson, A. (2002) East Leeds Primary Care Trust, England.	Partnership Self-Assessment Toolkit	Toolkit	Assess the foundations of the partnership, the culture, commitment, skills and power of the partners, communication and involvement, and measure and review success.	
60	Funnell, R., Oldfield, K. and Speller, V. (1995), London: Health Education Authority	Towards healthier alliances	Toolkit	Assess how an alliance is performing: policy change, publicity, and service and environment changes. It includes measures of processes such as community involvement and communication.	
61	Geraghty, E. (2006)	Service Integration Toolkit	Toolkit	Meet the needs of RAPID organisations in Ireland. Material is of relevance to any partnership wishing to bring about change and to work more effectively.	
62	Hardy, B., Hudson, B. and Waddington, E. (2003), London: Office of the Deputy Prime Minister	Assessing Strategic Partnership: the Partnership Assessment Tool	Guide	Assess the effectiveness of partnership working: enables a "health check" to identify problem areas, new and existing partnerships, outlines how to prepare to carry out the assessment, understanding it, analysis, feedback and action planning.	
63	Himmelman, A.T. (2004), Minneapolis: Himmelman Consulting	Collaboration for a change	Guide	Clarifies the roles of different partners and provides twenty steps to help partners think about issues such as vision, barriers and training. It also provides a collaborative leadership self-assessment form of thirty questions.	
64	Institute of Public Health in Ireland (2007)	The Partnership Evaluation Tool (PET)	Toolkit	Measures for connections, learning, actions and impact. A good set of tools.	

65	LGNT0 and EDuce Ltd. (2005), www.lgpartnerships.com	Smarter Partnerships: Digging Deeper -Finding Answers	Toolkit	Tools on how to make partnerships work better from a number of perspectives including trust, leadership, learning, and management for performance.	
66	Markwell, S., Watson, J., Speller, V., Platt, S. and Younger, T. (2003a.b.c) London: Health Development Agency.	The Working Partnership Book 1: Introduction The Working Partnership Book 2: Short Assessment The Working Partnership Book 3: In-depth Assessment	Guide	Short and in-depth assessments for measuring leadership and vision, organisation and involvement, strategy development and coordination, learning and development, resources, programme planning and delivery, and evaluation and review.	
67	McGrory, S. and Newman, H. (2007) Health Service Executive, Ireland.	Building Better Partnerships for Health	Toolkit	Information on understanding partnerships and a practical toolkit on managing and evaluating partnership activities. Contains useful references and checklists.	
68	Palmer, E. and Health Scotland (2003). Edinburgh: NHS Health Scotland.	Partners in Health: A toolkit for building successful partnerships	Toolkit	Contains sections on, inter alia: key principles, practical steps and training exercises such as, building trust, dealing with power and influence, and project management. It also has a section on useful websites.	
69	Taylor-Powell, E., Rossing, B. and Geran, J. (1998) Wisconsin: Co-operative Extension Publications	Evaluating Collaboratives: Reaching the Potential	Manual	Provide a “compendium of ideas and research” for people who want to be able to evaluate their partnerships: sources of information in a collaboration, methods of data collection, study designs and measuring outcomes.	
70	Ward, S. (2005) London: The Prince’s Trust	The Prince’s Trust – Making Partnerships Work	Guide	Written for partners involved in delivering support for disadvantaged young people. Has useful checklists for identifying potential partners and deciding who to work with as partners.	
71	Wilcox, D. (2002) A short guide to partnerships.	A short guide to partnerships	Guide	Identify benefits of and barriers to partnerships, the lifecycle, reality checks, and dealing with key issues such as accountability, power and trust.	

72	Williams, A. and Sullivan, H. (2007b)	Learning to Collaborate: Lessons in effective partnership working in health and social care	Guide	Limited section on evaluation but useful information on other aspects of partnership working such as trust. It is accompanied by a literature review.	
73	W.K. Kellogg Foundation (2005)	Community Partnerships Toolkit	Toolkit	Toolkit for building and maintaining community partnerships. The ten tools were developed and tested by seven local organisations, in ten communities. They explore, inter alia, neighbourhood practices, governance and leadership.	
74	Wolff, T. (1993)	Coalition Empowerment Self-Assessment Process in Coalition Building; Is this Really Empowerment?	Self-assessment	Wolff's self-assessment process covers: goals and objectives, membership, communication, decision making, leadership and leadership development, use of resources, coalition activities and coalition outcomes.	
75	Wolff, T. in Backer, T.E. (Ed.) Evaluating Community Collaborations (2002), Human Interaction Research Institute: Springer Publishing, New York.	A Practical Approach to Evaluating coalitions	Worksheets	This chapter gives ten worksheets for evaluating various aspects of community coalitions including diagnosing your coalition in relation to vision, structure, meetings, and so on.	

## Annex B: Pilot Partnership Checklist: Tool for Assessing Intersectoral Partnership

### Functioning

No.	Domains & Items	1	2	3	4
		No - Action needed	No - But action in hand	Yes - But needs improving	Yes - Working well
<b><i>Need for the Partnership</i></b>					
1	A partnership approach is the best way to address the issue at hand.				
2	There is a perceived need for the partnership in terms of areas of common interest and complementary capacity.				
3	The benefits of the partnership approach are clear.				
<b><i>Mission</i></b>					
4	Partners share a common vision and mission for the partnership.				
5	There is a shared understanding of, and commitment to, the partnership goal among all potential partners.				
6	The objectives of the partnership are realistic to all members and obtainable.				
7	The partnership is planned to be culturally appropriate to the public/community/local setting.				
8	The partnership is supported by policy leaders and influential decision-makers.				
<b><i>Context</i></b>					
9	The contexts (economic, political, social and cultural) which are external to the partnership but affect its functioning, have been considered.				
10	Factors that can support partnership success including institutional factors, personal factors, and factors relating to the partnership itself have been considered.				
11	Factors that can impede partnership success including institutional factors, personal factors, and factors relating to the partnership itself have been considered.				
12	There is a satisfactory level of organisational and political commitment towards achieving partnership objectives.				
<b><i>Partners' profile</i></b>					
13	All the key partners (individual, organisations, financial) have been identified.				
14	There is a history of good relations between the partners.				
15	Partners have the necessary skills and expertise for collaborative action relevant to partnership.				
16	The partners are willing to share their ideas, resources, influence and power to fulfil the goal.				
17	The partners share common ideologies, interests and approaches.				
18	There is enough variety among members to have a comprehensive understanding of the issues being addressed.				
19	Partners are committed and ready to start partnership				

	activities.				
	<b>Resources</b>				
20	There is an investment in the partnership of time, personnel, materials and facilities.				
21	There are resources available from either internal or external sources to continue the partnership.				
22	The partnership has taken into account the local resources relevant to partnership functioning.				
23	The partnership has adequate and consistent funds.				
	<b>Leadership</b>				
24	The partnership has well-defined leadership (single leader, co-leader, team of leaders, leading organisation).				
25	The partnership leaders have the ability to articulate a clear vision and gain consensus.				
26	The partnership leaders have the capacity to promote openness, trust, autonomy, and confer respect.				
27	The partnership leaders have the capacity to bridge differences and facilitate interaction between partners.				
28	The partnership leaders have the capacity to share power, plan and oversee work.				
29	The partnership leaders have the capacity to create space for dialogue and challenge assumptions.				
	<b>Roles and structures</b>				
30	The roles, responsibilities and expectations of partners are clearly defined.				
31	The partnership has the capacity to create strategic alliances and joint working arrangements across organizational boundaries.				
32	The partners see their core business as partially interdependent.				
33	The way formal roles and structures have been laid out will provide ownership and accountability.				
34	Some staff have roles that cross the traditional boundaries that exist between agencies or divisions in the partnership.				
35	The administrative, communication and decision-making structure of the partnership is as simple as possible.				
36	The partners have an understanding and respect for each other.				
37	Transparent mechanisms exist to manage financial and other resources each partner brings to the partnership.				
	<b>Communication</b>				
38	The partners and leaders have ample opportunity for face-to-face communication.				
39	Partners have clear tasks of communicating and promoting the partnership in their own organisations.				
40	The lines of communication, roles and expectations of partners are clear.				
41	There are regular opportunities for informal and voluntary contact between staff from the different				

	agencies and other members of the partnership.				
42	There are planned formal structures for sharing information and resolving demarcation disputes.				
43	Strategies are planned to ensure that alternative views are expressed within the partnership.				
	<b>Partnership functioning</b>				
44	Partners have planned a participatory decision-making system that is accountable, responsive and inclusive.				
45	Partnership has clear ways to address the issues of trust and sharing power among partners.				
46	The partnership has guidelines to demonstrate or document the outcomes of its collective work.				
47	Partners are aware that the action is adding value (rather than duplicating services) for the community, clients or agencies involved in the partnership.				
48	The partnership ensures that opportunities exist for strong involvement of community in the partnership (members of public, specific populations, voluntary organisations).				
49	Plans exist to continuously monitor and evaluate partnership so learning can take place.				
50	Plans exist to deal with changing structures, leadership issues and communication problems.				
51	Plan exists to ensure widespread dissemination of monitoring and review findings amongst partners.				
52	There is a clear and reasonable exit strategy.				