

Emergence of the Partnership Approach

Catalysts

- economic
- social
- political

✓ Partnership seen as appropriate mechanism for governance

- integrative
- politically neutral
- pragmatic

Different uses of partnership

- ✓ Workplace
- ✓ community
- ✓ within governance
 - structured
 - issue-based
 - service delivery
- ✓ public-private partnerships

Terminology

- ✓ Networks
- ✓ Partnership
- ✓ Collaboration
- ✓ Inter-agency collaboration
- ✓ multi-sectoral collaboration

- ✓ formally constituted collaborative entities
- ✓ informal networks
- ✓ purpose-specific collaborations

Aims

✓ The aim of partnerships is ‘to create a new institutional capacity to achieve specific outcomes, in relation to a shared problem or need, by establishing a distinct ownership of that problem and directing specific resources to it’ (Prior, 1996:97).

✓ ‘

Patterns

✓ Temporal

- 1970s - anti-poverty
- 1980s developmental
- late 1990s industrial relations view

✓ Country specific

- UK political
- Finland economic
- Ireland pragmatism + opportunism
- Germany - adaptation

Partnerships as a Governance approach

Weaknesses

- turbulence
- complexity
- ? New dependencies
- diluted accountability
- fragility
- LCD solutions
- short time-frame
- unequal relationships

Strengths

- stability
- flexibility
- effectiveness
- problem-solving
- synergy
- motivation
- ? Transformation
- improved policy
- empowerment
- > democracy
- > access to resources

Factors influencing Performance

- ✓ Structure
- ✓ Power distribution
- ✓ Context
- ✓ Stakeholder/Organisational Conditions
- ✓ Decision-making conditions
- ✓ Focus
- ✓ Shared goals and understanding
- ✓ Partnership Operation

Issues

- ✓ Representation & Communication
- ✓ Trust
- ✓ organisational capacity & skills
- ✓ timescales
- ✓ transparency & accountability
- ✓ equity
- ✓ rules of engagement
- ✓ Professionalisation v volunteering