

## Framework for partnership development

To ensure a consistent approach to partnership development the framework outlined below will be used to appraise new partnerships, and monitor and evaluate existing partnerships. It has been developed based on the experience to date with Cochrane partnerships. It consists of 6 steps, each outlining key questions to address when exploring or developing a partnership:

1. Identifying the need:
  - What added value, skills, or resources are we looking for (resources that we do not already have ourselves) in order to successfully implement an activity, project or programme?
  - With whom could we partner to bring the added value, skills, or resources needed? If there are multiple partners that could bring this added value, advantages and disadvantages of partnering with each should be listed to help decide which partnership to pursue.
2. Scoping the potential:
  - What organizational and collective benefits will be gained through the partnership for Cochrane and the potential partner?
  - What risks does the potential partnership incur for Cochrane?
  - How does this activity advance Cochrane's mission, vision, and *Strategy to 2020*?
  - What organizational costs or harms might we incur? What would be the costs or harms for the potential partner?
  - What is the level of commitment of each partner towards the proposed partnership? (i.e. seniority of staff engaged in discussion; match with organizational mandates; potential resources committed).
3. Outlining responsibilities and scope of work:
  - What activities will be implemented?
  - Indication of timelines, responsibilities, and human and financial resources needed to fulfil each side's obligations.
  - How will the partnership be presented internally and externally?
4. Setting the governance and management rules:
  - Agree on the working principles and values that will guide the partnership.
  - Is there an accepted process for strategic and budgetary decision-making? (Consider addressing who has final say in which decisions if reaching consensus is not feasible.)
  - How will conflicts and conflicts of interest be resolved?
5. Measuring success, revising and renewing the partnership:
  - How, when, and how frequently will the partnership and its activities be reviewed?
  - What will be considered success? (Develop list of indicators to measure success)
6. Exiting the partnership:
  - When is the partnership expected to have achieved its targets?
  - Have the circumstances under which the partnership may end prematurely been agreed? (i.e. limited progress, loss of direction, reduction in resources, new opportunities, change of priorities, other.)

- Has the process under which the partnership can be ended prematurely been defined? (Consider: documenting reasons for ending partnership; evaluation if decision is not shared; documenting lessons learned.)

*Note: Step 1 and 2 of the partnership development process are for internal discussion and should happen before formal engagement with a partner. Steps 3 to 6 highlight the key issues for joint reflection among partner(s).*