



## Multisectoral Collaboration

Tamarack's goal with these guides is to find and highlight examples of community engagement. In this guide, we explore how Multisectoral Collaboration can be made more effective by using community engagement principles. Those principles include: grassroots citizen action; collaboration between actors; clear visions and goals; and public decision-making.

Our original intent with this research was to educate ourselves about how others were putting these principles to work in the real world, but the examples we found were too good to keep to ourselves. By sharing these resources, how-to guides, and inspiring stories, we hope to encourage others to put these principles to work in their own communities.

Not all the resources we've included discuss "community engagement" explicitly, but we feel these are interesting and useful examples. If you know of a helpful resource or a great story we should include, please let us know so we can add it soon—we're always looking to revise and improve this guide. We hope this guide is a helpful start for anyone interested in engaging their community around Multisectoral Collaboration.

**Is this your first time using one of our Tamarack Guides? Turn to Page 2 to see *How to Use This Guide***

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### Definitions that might be useful:

**Multisectoral Collaboration:** a community project in which many diverse actors—"sectors"—share responsibilities, resources, and expertise. These actors may include any combination of national and local government, large and small business, non-governmental organizations and charities, and people who live in the community.

**Collaborative Solutions:** the purpose of Multisectoral Collaboration is to solve community problems; many of these problems exist because community actors aren't sharing expertise or resources very well, which leads to overlaps in some places and gaps in others. Collaborative Solutions allow many sectors to work well together.

**Partnership:** many people use partnership as a synonym for collaboration. We find that partnership more often refers to individual links between actors—many partnerships working together can produce Multisectoral Collaboration.

## Signature Documents: Two Resources We Couldn't Do Without

### CommunityCollaboration.net

[www.communitycollaboration.net](http://www.communitycollaboration.net)

This website is a concise, snappy introduction to what collaboration is and how it helps. Pete Peterson, a collaboration specialist working in Idaho, answers basic questions, such as "[why collaborate?](#)" and "[what does collaboration look like?](#)" He also offers a helpful [online presentation](#) (you'll need [Flash](#) to view it). Peterson also provides a page of [links](#) to other resources about collaboration, offering information both general and specific.

### Caledon Institute: Building Community Through Partnership

<http://www.caledoninst.org/PDF/HamiltonSpeakingNotes.pdf>

The [Caledon Institute](#) is a leading advocate of collaborative solutions in Canada, and an influential voice in community engagements across the country. These speaking notes take a harder, more detailed look at exactly what collaboration is and—just as importantly—what it is not. Eric Leviten-Reid cites [Opportunities 2000](#), the Waterloo-based collaborative poverty-reduction project with which Tamarack is very familiar as an example of collaboration in practice. Overhead slides are also included as a handy appendix.

## How to Use This Guide

We've divided the guide into 6 sections:

- Great Stories
- Resources
- Effectiveness
- Innovative Ideas
- Different Perspectives
- Connections

We divided the guide into these categories in order to help people like you who want to make positive changes in your community—Stories to inspire, Resources, Effectiveness, and Innovative Ideas to help you get started, and Connections, so there's always more information to find if you need it, and people to call on if you need help.

As you read through the guide, you'll see text that's been highlighted blue. If you're reading this on your computer, (and we'd encourage you to do so) simply click on the link to be taken to the document you've just been reading about. That way, if something catches your eye, or you'd like something clarified, the information is available right away.

You'll also notice some "Must-See" boxes in the margin that point you towards related information. Just click on those links to find even more.

It's that simple. And remember, if you know of something that should be included in here, please send us an email at

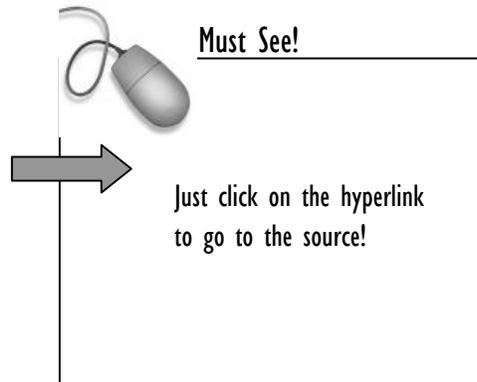
[louise@tamarackcommunity.ca](mailto:louise@tamarackcommunity.ca)

and we can be sure to include it soon. There's new information all the time, and we'd love to have it. So if you hear about a resource or a website, just write us. It'll only take a minute, we promise.

To access many of these online resources, you'll need the Adobe Acrobat Reader installed on your computer. The software is free and available at [www.adobe.com](http://www.adobe.com)

We hope you find this guide informative and easy to use. Happy clicking!

Tamarack



## Great Stories about Multisector Collaboration

We think the best way to learn is by example. The resources in this section tell great stories about Multisector Collaboration to inspire you to make positive changes in your own community. Just click to read about them!

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### Pew Partnership: What's Already Out There (USA)

<http://www.pew-partnership.org/pdf/whatsAlreadyOutThere.pdf>

*What's Already Out There* is a “compendium of community-based programs that are effectively addressing urgent national issues.” Written by the Pew Partnership, Most of the examples profiled in this report incorporate collaboration in some way, but it also features a chapter dedicated specifically to collaborative programs, and describes each one in a highly organized and helpful way.

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### Centre for Community Enterprise: From This Earth—The North End Renewal Corporation (Canada)

<http://www.cedworks.com/pdf/papers/MW130120.pdf>

This [article](#) from the [Centre for Community Enterprise's](#) newsletter tells the story of the [North End Renewal Corporation](#) in Winnipeg, which is working to bring economic and community development to the North end of the city through multisectoral collaboration. The project brings together neighbourhood residents, business owners, government, and community organizations in the area.

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### Pew Partnership: Civic Partners—The Search for Solutions

<http://www.pew-partnership.org/pdf/civicpartners.pdf>

This lively and informative booklet is the Pew Partnership's introduction to their Civic Partners project, which is aimed at increasing community engagement by building partnerships—collaborations between citizens, organizations, and governments. These essays include informative interviews, lessons from real collaborative projects, and advice from people who are working at engaging their communities through collaboration.

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### Pew Partnership: Planned Serendipity

<http://www.pew-partnership.org/pdf/planned.pdf>

By examining the experiences of 13 Pew Partners, the authors of *Planned Serendipity* were able to identify eight factors that they say led to “planned serendipity”—a set of identifiable characteristics that seemed to produce miraculous results when they were combined. By using these collaborative methods, they found that the solutions they found were more effective than the sum of their parts. This book is designed to help other communities duplicate these successes.

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## Resources for Multisector Collaboration

We think these resources will be helpful tools for Multisector Collaboration projects. They lay out the whole process for you, step-by-step. But don't feel trapped by them! They make suggestions and point the way, but please, adapt them to the needs of *your* community.

### Leader to Leader Institute: Meeting the Collaboration Challenge Workbook (USA)

<http://drucker.org/collaboration/challenge/download.html>

This [workbook](#), downloadable chapter by chapter or [all at once](#), is designed to help nonprofit organizations develop collaborative and strategic alliances with business. It provides complete worksheets for every phase of the collaboration process.

### QUILT: Training Guides for the Head Start Learning Community—Community Partnerships

[http://www.bmcc.edu/Headstart/ComPart/cont\\_30.htm](http://www.bmcc.edu/Headstart/ComPart/cont_30.htm)

This [training program](#) covers nearly everything community members need to know about collaboration. It includes definitions, key concepts, handouts, activities, and suggestions on further learning. It was originally developed for a Head Start program aimed at family and child-centred organizations, but it will be useful for any group wanting a solid grounding in Collaboration.

### Health Canada: An Inclusion Lens—Workbook for Looking at Social and Economic Exclusion and Inclusion

[http://www.hc-sc.gc.ca/hppb/regions/atlantic/pdf/inclusion\\_lens-E.pdf](http://www.hc-sc.gc.ca/hppb/regions/atlantic/pdf/inclusion_lens-E.pdf)

Before community-members can collaborate, they must be included. This [workbook](#), provided by [Health Canada](#), will help groups and organizations determine how inclusive they are, and identify ways to improve if necessary. Collaboration can become a closed loop very quickly if it doesn't actively involve members of many different communities, who may come with different perspectives or ideas. Inclusiveness makes collaboration more effective and truly engages community.



**Must See!**

Check out QUILT's "Partnership Tools" Section—it includes dozens more resources on partnerships and how to build and maintain them. Try ["Checklist for Developing a Partnership Agreement/Contract"](#)



### Ring a Bell? Write Us!



Do you know about a resource we should have here? Let us know! [Click here to send us an email](#). It'll only take a minute.

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## Effectiveness in Multisectoral Collaboration

How successful have other people's Multisectoral Collaboration projects been? How did they measure their success? These resources explain how other people have evaluated themselves, and how you can use these tools yourself. Just click to read!

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### University of Wisconsin: Evaluating Collaboratives—Reaching the Potential (USA)

[http://cf.uwex.edu/ces/pubs/pdf/G3658\\_8.PDF](http://cf.uwex.edu/ces/pubs/pdf/G3658_8.PDF)

This [guide](#) to evaluating collaborative projects offers a nice change from most evaluation guides: it suggests questions to ask at each stage of the collaborative process, instead of at the *end* of the process. It regards evaluation as a collaborative process in itself, one which can deepen ties between actors and enhance learning. At 190 pages, it's more detailed than some people will need, but it's a very useful guide.

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### Amherst H. Wilder Foundation: Wilder Collaboration Factors Inventory (USA)

<http://www.wilder.org/pubs/inventory/collaboration.html>

Here you can take a forty-question [online quiz](#) to give you an instant score on your organization's level of collaboration. It's based on the [Wilder Foundation's](#) research into [Multisectoral Collaboration](#). You'll be rated based on their twenty factors of successful collaboration, with individual scores for factors like flexibility, skilled leadership, communication, and more.

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### Journal of Extension: Assessing Your Collaboration—A Self-Evaluation Tool (USA)

<http://www.joe.org/joe/1999april/tt1.html>

A very basic collaboration scoresheet, this tool poses a simple list of questions and scores the answers based on your responses. It's scored strictly on individual opinion, but as a concise, basic evaluation, it's a helpful starting place.

## Innovative Ideas in Multisectoral Collaboration

The materials in this section are ones that we thought took a fresh approach to Multisectoral Collaboration. They don't all approach the topic in the same way, but their solutions are original and inspiring.

### Imagine Canada: Programs and Special Initiatives (Canada)

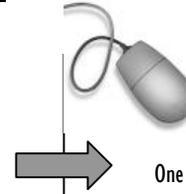
[http://www.imagine.ca/content/about\\_imagine/programs.asp?section=about](http://www.imagine.ca/content/about_imagine/programs.asp?section=about)

[Imagine Canada](#) was established by the [Canadian Centre for Philanthropy](#) to promote corporate social responsibility in Canada. Their innovation was to provide a central source for business to find community projects which need their support. Imagine facilitates these partnerships



between business and charity organizations with six [core programs](#) and other special initiatives, all of which they describe on their website.

### Must See!



One of Imagine's innovative measures was creating the "Private/Voluntary Sector Forum" online. Read how this forum works at [Imagine.ca](#).

### Benton Foundation: Partners in Public Service—A Working Guide for Public Broadcasters and Community Organizations

<http://www.benton.org/publibrary/partners/pips.pdf>

This [booklet](#) tells the stories of community organizations which collaborated with public television stations in order to engage community, increase learning, and raise awareness. By forging these innovative new collaborations, community organizations were able to turn television—normally a hindrance to community engagement—into a tool to reach a larger audience.



### University of Pennsylvania Centre for Community Partnerships: Program in Non-Profits, Universities, Communities, and Schools—Capstone Report (USA)

[http://www.upenn.edu/ccp/Capstone\\_Report-PNUCS.pdf](http://www.upenn.edu/ccp/Capstone_Report-PNUCS.pdf)

This [final report](#) on the CCP's Program in Non-Profits, Universities, Communities and Schools outlines how the University of Pennsylvania tried to get involved in its local community and involve schools and community organizations. The [Centre for Community Partnerships](#) focuses on collaboration between communities and schools. At their [website](#), you can learn about the [other programs](#) they're currently working on.

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## Different Perspectives on Multisectoral Collaboration

The things that appear in this section are meant to challenge our conventional thinking about Multisectoral Collaboration. That means it could offer a different solution for collaboration, or it could say our thinking is flat-out wrong. We just want to know about all the thinking in this field, not just from people who agree with our view.

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### The Caledon Institute: Partnerships—The Good, the Bad, and the Uncertain

<http://www.caledoninst.org/partners.pdf>

This [paper](#) reviews the concept of partnership and points out its strengths and weaknesses. [Caledon](#) believes in social partnership and collaboration, but as an organization which values a strong public sector, they are critical of partnerships which weaken public institutions—they worry that community collaboration could be seen as a replacement for governmental solutions.

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### Ring a Bell? Write Us!



Do you know about a resource we should have here? Let us know! [Click here to send us an email](#). It'll only take a minute.

## Connections

If you're still looking for information, and we hope you are, these resources will tell you where to find it, or who you can talk to. The things we've tried to draw your attention to are a start—these resources will help you along the way.

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### Leader to Leader Institute

[www.drucker.org](http://www.drucker.org)

Formerly the Drucker Foundation, Leader to Leader encourages strong nonprofit leadership and collaborative solutions. Chock full of resources on many subjects of interest to nonprofit and community organizations.

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### Together We Can

<http://www.togetherwecan.org/>

This American initiative uses collaborative approaches to advocate for children and families. Some resources are available online, and others can be purchased through the Together We Can website.

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### Caledon Institute

<http://www.caledoninst.org>

Caledon has an extensive online library of position papers on many social topics, including collaboration. Most of their activities are in the political field, but they always advocate for community solutions.

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### Wilder Foundation Annotated Collaboration Resource List

[http://www.wilder.org/pubs/collab\\_bibliography/collaboration\\_bibliography.htm](http://www.wilder.org/pubs/collab_bibliography/collaboration_bibliography.htm)

This is a wide-ranging bibliography of collaboration sources, both on-and-offline. There are many books and articles cited here not available online, so it will be helpful in tracking them down.

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### National Network for Collaboration

<http://crs.uvm.edu/ncco/>

The National Network for Collaboration has a very good list of links to (mostly American) online collaboration resources.

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### Pew Partnership: Collaborative Leadership

<http://www.pew-partnership.org/collableadership/collableadership.html>

The Pew Partnership has made collaborative leadership a central part of its mission, and it has a solid collection of resources and tools to back it up, most of which are available online for free.

