

PARTNERSHIP QUALITY MATRIX

This is a matrix rating tool to enable partners to assess the quality of their partnership and plot the progress over time against five key areas of performance.

To complete this tool read across each row and circle the number of the cell that best describes the current reality of the partnership. Then complete the overall score for each key performance area.

1: Shared Purpose:

Partnership Quality	Shared Goal – Partners have a clear, shared, realistic goal.				
	1	2	3	4	5
1a. The partnership goal is clear, agreed, realistic and articulated by partners. (PURPOSE)	Partners recognise the need for agreed goal/s.	Partners are exploring and negotiating their goal/s.	Partners have preliminary shared goals. Further work planned.	Partners have agreed goal/s and are testing these with stakeholders. They are identifying measurable outcomes.	Partners speak about and have documented their shared goals and measureable outcomes.
1b The benefits of the partnership approach are clear to partners. (MUTUAL BENEFIT)	1	2	3	4	5
	Partners are currently tentative about the benefits of working together.	Some partners have a level of understanding of the potential benefits.	Most partners have a clear understanding of the potential benefits of partnering.	All partners articulate the potential benefits of the partnership.	All partners advocate the long term and strategic benefits of working together..
1c. Each partner can articulate what their own organisation/group hopes to achieve by being a partner (in addition to the shared goal). (INDIVIDUAL BENEFIT)	1	2	3	4	5
	Partners are tentative about what their organisation/group hopes to achieve as a partner.	Some partners articulate what their organisation hopes to achieve as a partner.	Most partners articulate what their organisation hopes to achieve as a partner.	Each partner understands what each of the other partner organisations hope to achieve.	Each partner's interests and hopes about the partnership are regularly reviewed by the partnership.

Single overall rating for the partnership's Shared Goal: Choose the rating number most circled or make a judgement about which number best matches the current partnership quality.

--

2: Shared Decision Making:

Partnership quality	Shared Decision Making: Each partner contributes meaningfully to the planning and implementation of the program, and is involved in the decisions that are made.				
2a. Each partner contributes to plans, decisions and their implementation. (CONTRIBUTION)	1	2	3	4	5
	Currently learning what each partner can contribute to decisions and actions.	A minority of partners are active in planning, decisions and implementation.	Action being taken to engage a majority of partners in decision making and implementation.	Each partner regularly brings their strengths and contributions to decisions and implementation.	Partners have identified how the sum of their shared decisions and actions has created added value results.
2b The partnership uses agreed structures and processes for planning, decision making and implementation. Partners' roles and responsibilities are clear. (GOVERNANCE)	1	2	3	4	5
	Structures, processes, roles and responsibilities not yet fully established.	Structures, processes, roles and responsibilities are being discussed.	Structures, processes, roles and responsibilities are established though their use is limited.	Structures, process, roles and responsibilities are clear and generally used well.	Partners regularly review and adapt their processes and structures, roles and responsibilities to meet needs.
2c. The partnership has learnt to manage differences or disputes between partners or other stakeholders (DISPUTE RESOLUTION)	1	2	3	4	5
	Building relationships is at an early stage.	One-off differences or disputes are managed ok. No set policies or processes used.	Partners recognise that differences and disputes are 'normal'. Policies and processes for managing these are agreed.	Partners can disagree or resolve disputes openly using the agreed policies or processes appropriately.	Partners identify their lessons from resolving differences and disputes. Their partnership relationships are strengthened.

Single overall rating for the partnership's Shared Decision Making: Choose the rating number most circled or make a judgement about which number best matches the current partnership quality.

--

3: Communication

Partnership quality	Communication – There is effective communication between partners				
3a Partners communicate effectively so that each is informed and work proceeds between partnership meetings. (WITHIN PARTNERSHIP)	1	2	3	4	5
	Communication between partners not yet working satisfactorily for all partners.	Partners recognise that they need agreed communication processes and roles, action begun.	Partners have agreed their communication processes and roles; action on these is limited.	Agreed communication processes and roles are working well.	Partners can identify the lessons and added value each gets from the partners' communication practices.
3b Each partner is effectively communicating partnership lessons and developments within their own organisations and networks. (INTERNALLY)	1	2	3	4	5
	Partners have not yet identified the best ways of communicating back to their organisations or networks.	Partners have discussed with each other their early experiences of communicating to their organisations.	Partners openly identify challenges and opportunities for this communication. Partners are supporting one another.	Partners have identified the most effective methods to communicate developments to their organisations. Regularly share results with other partners.	Organisations/networks are well informed of the partnership's lessons and developments and regularly use these in their own communications.
3c The partnership is implementing a communication plan for stakeholders. (BROADER STAKEHOLDER GROUPS)	1	2	3	4	5
	A stakeholder communication plan not yet agreed.	A stakeholder communication plan is currently being put in place.	A stakeholder communication plan is agreed. Limited actions taken.	Communications with stakeholders, are planned and working satisfactorily.	Communications with stakeholders result in value for partnership's relationships and goals.

Single overall rating for the partnership's communication: Choose the rating number most circled or make a judgement about which number best matches the current partnership quality:

--

4: Commitment and Investment

Partnership quality	Commitment and Investment: All organisations are committed to the partnerships and make a considerable investment to it.				
4a Each partner has clarified their organisation's investments of strengths, resources and capabilities and the limits to their investment in the partnership. (PARTNER COMMITMENTS)	1	2	3	4	5
	Little attention given to the diverse contributions or limits each partner organisation brings.	Partnership has some understanding about what contributions, investments and limits each partner organisation brings.	The contributions and commitments partners make to the partnership are perceived as 'uneven'. Partnership is working on this.	Partners understand the contributions each partner brings. Diversity of contributions and commitments are openly valued.	Partners can identify how the sum of investments and commitments is more than one partner could have brought to achieving the partnership goal.
4b The partnership's goals are included in the strategies and plans of the partner organisations. (ALIGNMENT WITH PARTNERS)	1	2	3	4	5
	No action in partnership organisations on this as yet.	Partners are planning how to ensure that their organisations strategies and plans recognise the partnership's goals and approaches.	Partners address the challenges and opportunities for the partnership goals to be included in their organisation's strategy and planning.	Partnership goals and approach are beginning to be included in the strategies and plans of each partner organisation.	Partnership goals and the partner organisations' strategic directions and plans, are well aligned. These are reviewed regularly.
4c. Each Partner organisation is fully engaged and committed. They clearly display a sense of ownership of the partnership's goals and their implementation. (SHARED OWNERSHIP)	1	2	3	4	5
	There is some engagement between partners' organisations.	Most Partner organisations are engaged and some partner organisations display some commitment to the partnership goal, strategies and implementation.	Partner organisations say they are engaged. Most are not yet fully committed to the partnership's goals and implementation.	Partner organisations have growing commitment to the approach the partnership has to its goal. There is growing commitment to the partnership as a strategic approach.	Partner organisations 'own' the partnership approach and results. They speak about this added value to their stakeholders.
Single overall rating for the partnership's commitment and investment: Choose the rating number most circled or make a judgement about which number best matches the current partnership quality.					

5: Review and Learn

Partnership quality	Review and Learn: Partners monitor and review their partnership and progress towards their goals				
5a The partnership regularly reflects on what is being learnt from the partnership's work. They continuously improve how they work and what they do. (CONTINUAL LEARNING)	1 Little action taken on continuous improvement and development as yet.	2 Partnership has identified the need for collective reflection on lessons, improvements and building capability. Action is planned.	3 Partnership has begun to make improvements, identify lessons. Partners learn from each other.	4 Partnership has commitments and processes for continuous improvement. Opportunities to build partnering capability are taken.	5 Partnership has lessons, improvements, and capability building that they can share with other partnerships in the region.
5b. When partners move on or join, the partnership takes the opportunity to learn, improve, and induct the new partner. (SUCCESSION PLANNING)	1 No processes for these changes in action yet.	2 The partnership recognises the need to have processes for moving on and joining. Action is planned.	3 The partnership is slowed down by these personnel changes. Processes are agreed and action begun to improve this.	4 Processes for partners moving on or joining are used to reflect, improve and enhance the partnership.	5 Processes for partners moving on or joining are managed well. It is seen as a time for learning, reflection and improvements.
5c The partnership regularly monitors its results against its goals and targets. (REVIEW AND EVALUATION)	1 Minimal monitoring of results as yet.	2 Plans in place for regular monitoring and review.	3 Action begun on regular monitoring. Recognised the need for more attention to monitoring and reviews.	4 Regular monitoring of results leads to action and improved results. Facilitated reviews are part of the process.	5 Regular monitoring and reviews have led to revised strategies or refreshed goals, targets and action.

Single overall rating for the partnership's review and learning: Choose the rating number most circled or make a judgement about which number best matches the current partnership quality.

--

Spider Web Diagram

The spider web diagram below can be used to visually summarise the current quality of a partnership.

While this is a high level and simplified shape of the partnership, some partners and stakeholders will find it useful as a review conversation starter.

Brokers can use this to:

- Record the average total ratings from a number of partners.
- Draw a 'shape' of a partnership's current reality.
- Plot in where the partnership wishes to be (for example) in 6 months time.
- Use this as one tool in monitoring and reviewing how the partners work together.

How to draw this spider web:

1. Take one KPM at a time and mark on the axis the current overall rating for that KPM.
2. Join the marks to get an overall shape.
3. Plot, in a different colour, where the partnership realistically wants to be, on each axis, in the future. Specify your time frame.

