

RECOMMENDED STEPS

Forming a collaborative arrangement

- ❑ Define the nature, scope and objectives of the collaboration initiative
- ❑ Share Information with potential partners and stakeholders
- ❑ Seek operational cooperation
- ❑ Establish financial contribution
 - O&M
 - Grants, Contributions, Loans
 - In-kind
 - ❑ Identify potential partners: federal departments, other levels of government, voluntary sector, private sector
 - ❑ Identify beneficiaries: mutual benefit of partners, citizens/community groups, employees
 - ❑ Define roles and contributions from each partner
- ❑ Ensure legislated mandate supports proposed activity
- ❑ Clarify capabilities of partners (financial, expertise, people skills, information, facilities, etc.)
- ❑ Identify a lead department/organization if required
- ❑ Create a secretariat if required
- ❑ Verify if incremental funds are needed
- ❑ Determine if there is a requirement to transfer funds between partners
- ❑ Establish if financial contributions from non-federal partners will be made
 - ❑ Establish the governance structure
- ❑ Decision-making process
- ❑ Conflict resolution and termination
- ❑ Management of risks
- ❑ Accountability reporting
- ❑ Communication between partners and with stakeholders/beneficiaries
 - ❑ Determine management tools and authorities required

- ❑ Consult with functional authorities
- ❑ Obtain necessary delegation –program, financial, contracting, HR, etc.
- ❑ Ascertain if formal instruments/documents are required for transactions
 - ❑ Develop monitoring, reporting and evaluation plan
- ❑ Develop a partnership accountability framework
- ❑ Identify and agree on indicators of performance
- ❑ Ensure partnership and/or appropriate departmental management is kept informed
 - ❑ Document the arrangement
- ❑ Depending on nature, scope and type of financial participation, determine the level of formality of the collaborative agreement (e.g., minutes of meetings, memos/letters of agreement, formal Memorandum of Understanding).*
- ❑ Ensure the collaborative agreement covers all the relevant points addressed above
- ❑ Obtain concurrence of partners and stakeholders

* Some financial agreements may be required in addition to the collaborative agreement, depending on the nature of the financial participation of the partners. More details are provided in the next section.

Note: See Annex F for information on developing Memoranda of Understanding and Annex G for a checklist for the design and management of new horizontal initiatives.