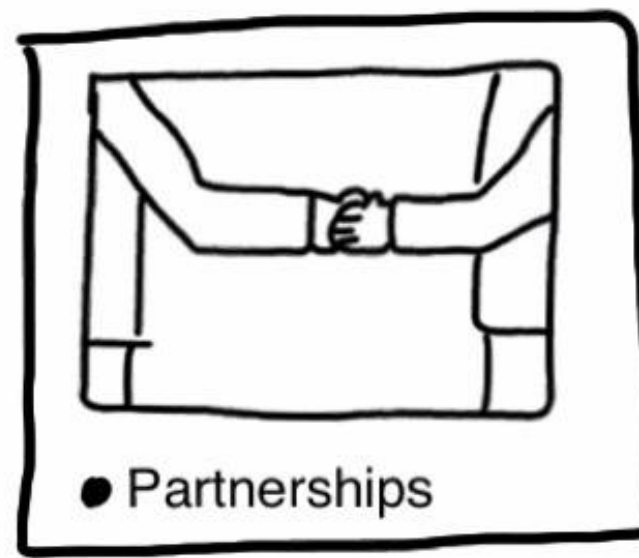


Methods to assess the effectiveness of partnerships: partnership survey, integration measure and social network analysis

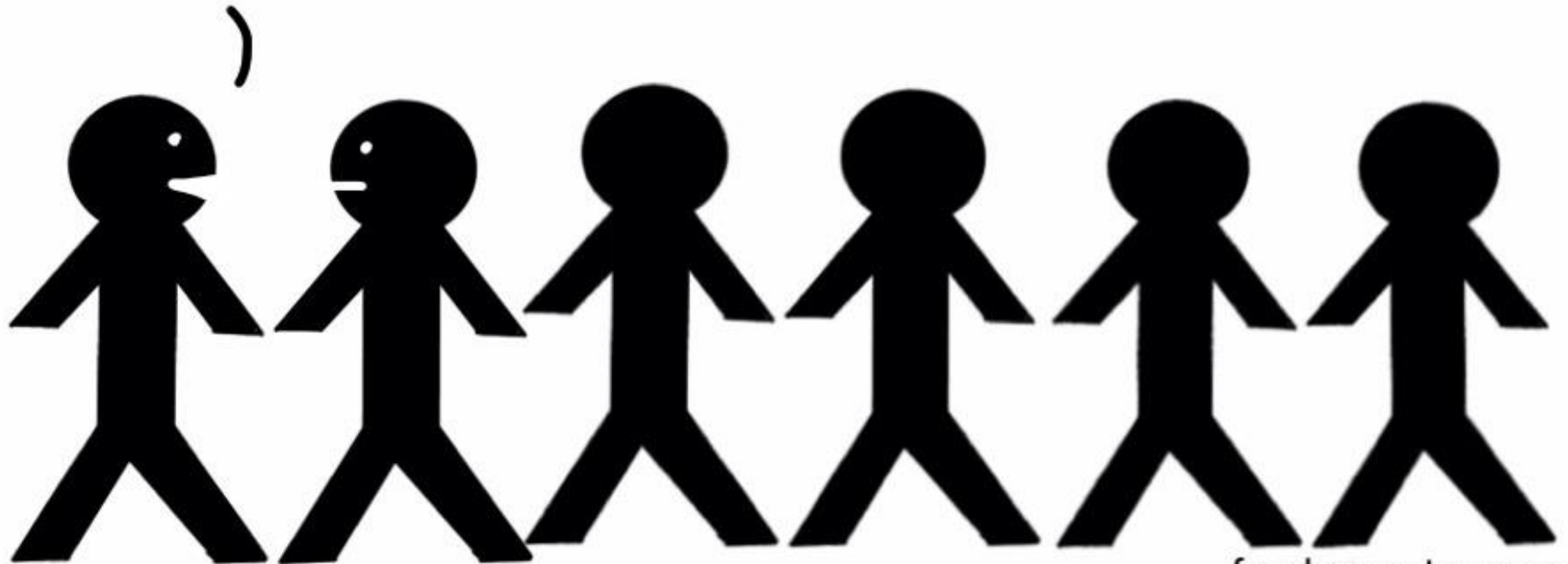
2014 AES Conference

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**ARTD CONSULTANTS**
strategy & evaluation



Slide seems novel
to me



Outline

1. The context: more and more initiatives with partnership elements
2. What are the implications for evaluation?
3. What methods are there to assess partnership?
4. Developing a conceptual framework and identifying appropriate methods
5. Examples of applications

The context: an increasing number of initiatives in different sectors have a strong partnership component

- Partnerships are an increasingly common element of government and non-government initiatives
 - Funded initiatives across multiple organisations
 - Built into many programs as a requirement of funding
- Partnerships are getting more and more complicated
 - More levels: between sections, between organisations, between jurisdictions, between countries
- Partnership initiatives bring high expectations of enhanced outcomes and economy of scale
- Partnership initiatives may involve large investment

What are the implications for evaluation?

- Evaluation of the partnership element is increasingly required
- Need to incorporate partnership assessment at an early stage, in the evaluation strategy and framework
- More pressure for better evidence about how well partnerships work
- Need a better conceptual framework

How did we evaluate partnerships so far?

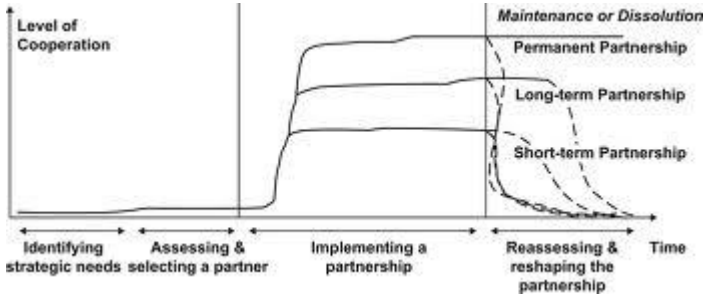
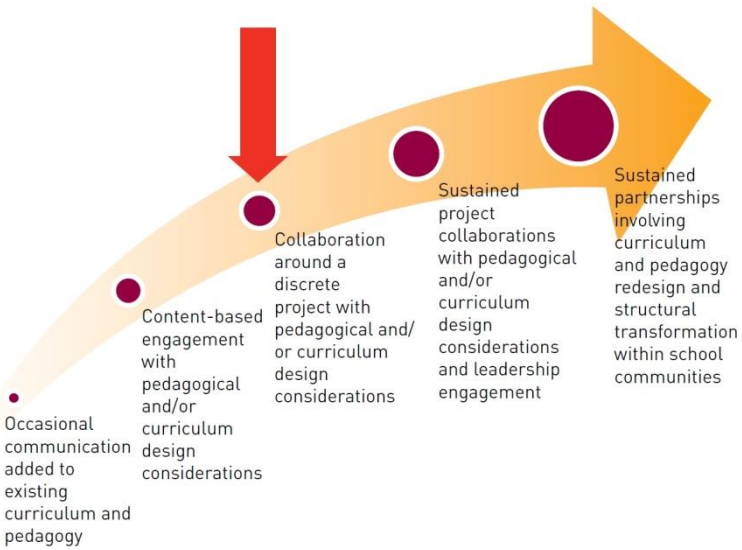
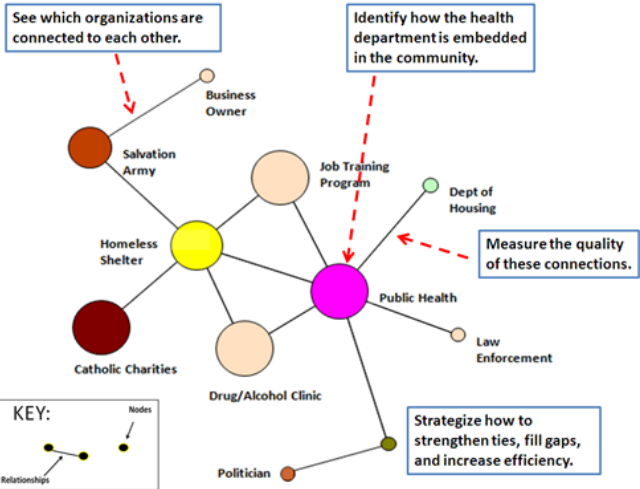
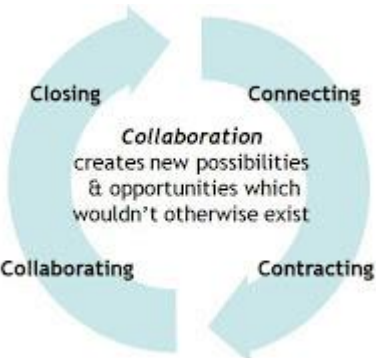
Partnership assessment survey

- A partnership assessment survey developed based on existing tools
 - Nuffield
 - VicHealth
- What it does: capture people's perception and satisfaction of how the partnership is functioning in general
- **What it does not do:** capture how the partnership is working **in practice**, between organisations and between individuals

What else do we need? – more specific and practical data

- WHAT is shared between organisations
 - How organisations are working together
 - What are they sharing/ doing together
- HOW people interact
 - Information on how individuals within organisations are ACTUALLY interacting with each other

A range of methods are available



PARTNERSHIP SELF-ASSESSMENT TOOL

Instructions for Using the Tool Offline

These instructions pertain specifically to using the Tool questionnaire as a pen and paper instrument, calculating the results manually, and entering partnership results in the Tool Report. Before reading this document, be sure to go over the information in the Coordinator Guide and review the Tool Questionnaire and the text of the Tool Report very carefully (these documents are available at www.partnershiptool.net/psat.html).

Using the questionnaire as a pen and paper instrument

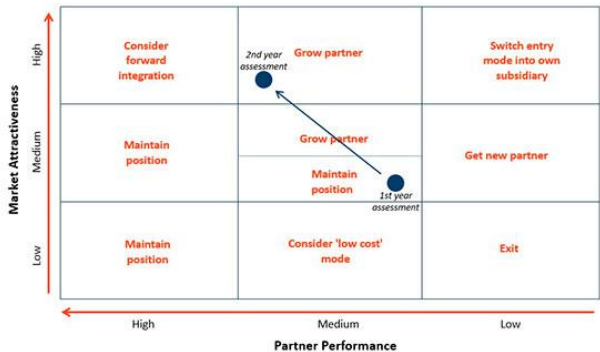
The questionnaire takes about 15 minutes to complete. Questionnaires should be handed out to every participant (including the coordinator) who is familiar with the way the partnership works. (See the Coordinator Guide for advice about determining which members of your partnership should fill out the questionnaire.) Each participant should fill out the questionnaire privately and on his or her own time.

To assure anonymity, participants should be instructed not to share their responses with others, not to write their name or identify themselves anywhere on the questionnaire, and to return their questionnaire in a manner that does not reveal their identity. This may be achieved by providing covered boxes or bins at one or more convenient partnership locations so that participants may turn in questionnaires without having to hand them to anyone. For convenience, you may also instruct respondents to submit questionnaires by mail without a return address.

As described in the Coordinator Guide, set a 30-day deadline for completion of questionnaires that begins the day you receive the first completed questionnaire. For the results to be valid, at least 65% of the questionnaires must be completed and returned within that 30-day period. To aid in achieving this response rate, the coordinator should keep track of this time period, count how many questionnaires have been returned at set intervals, and send out reminder emails and/or post announcements to bolster the response rate.

PARTNER MONITORING & ASSESSMENT

Monitoring: 2nd year assessment

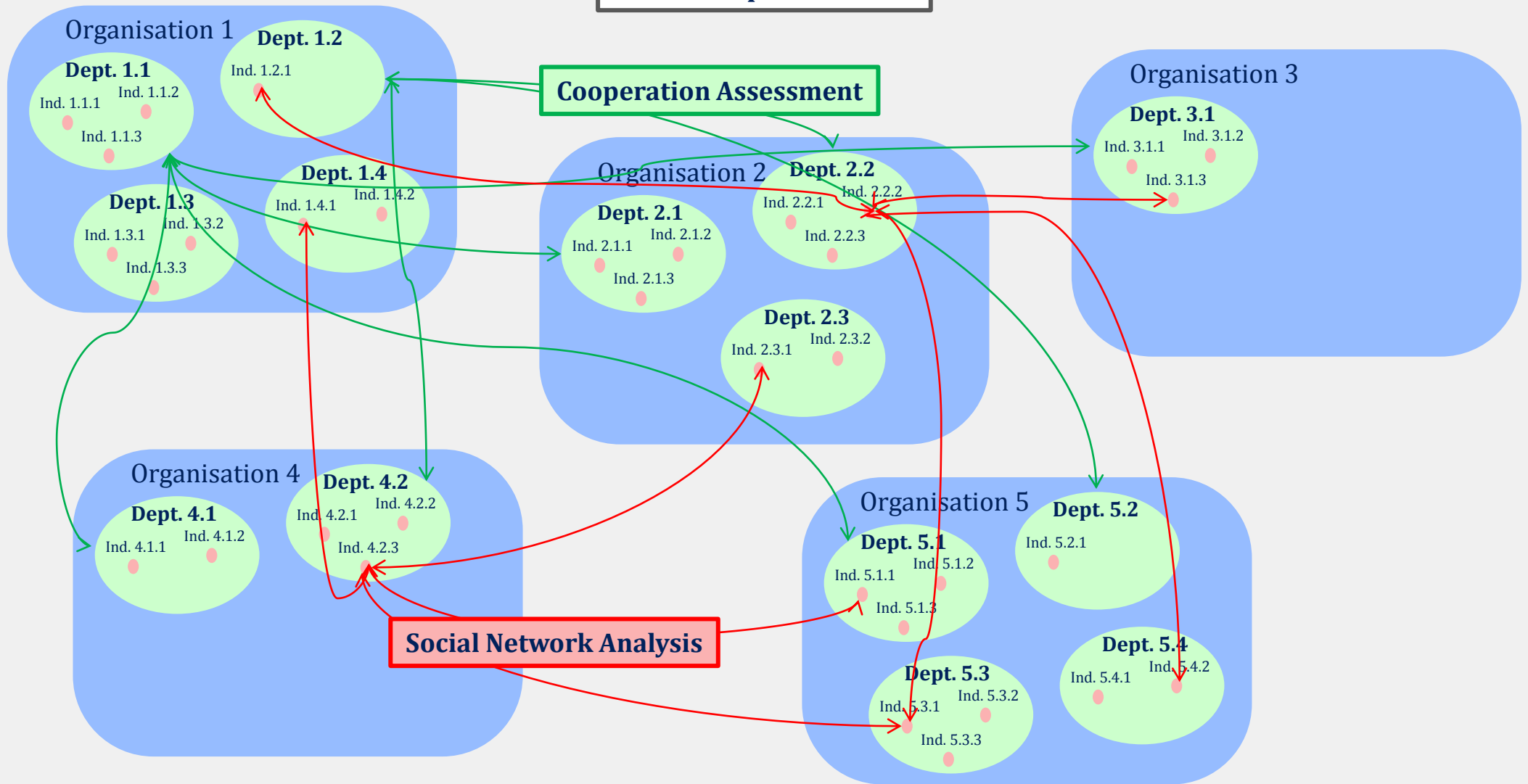


Conceptualisation of the various dimensions of a complex partnership and methods to assess

Partnership Assessment

Cooperation Assessment

Social Network Analysis



1. Partnership survey

- Measures individuals perceptions of the OVERALL PARTNERSHIP
 1. The need for the partnership
 2. Partnership governance
 3. The partnership in action (structures, processes, involvement)
 4. Impact of the partnership

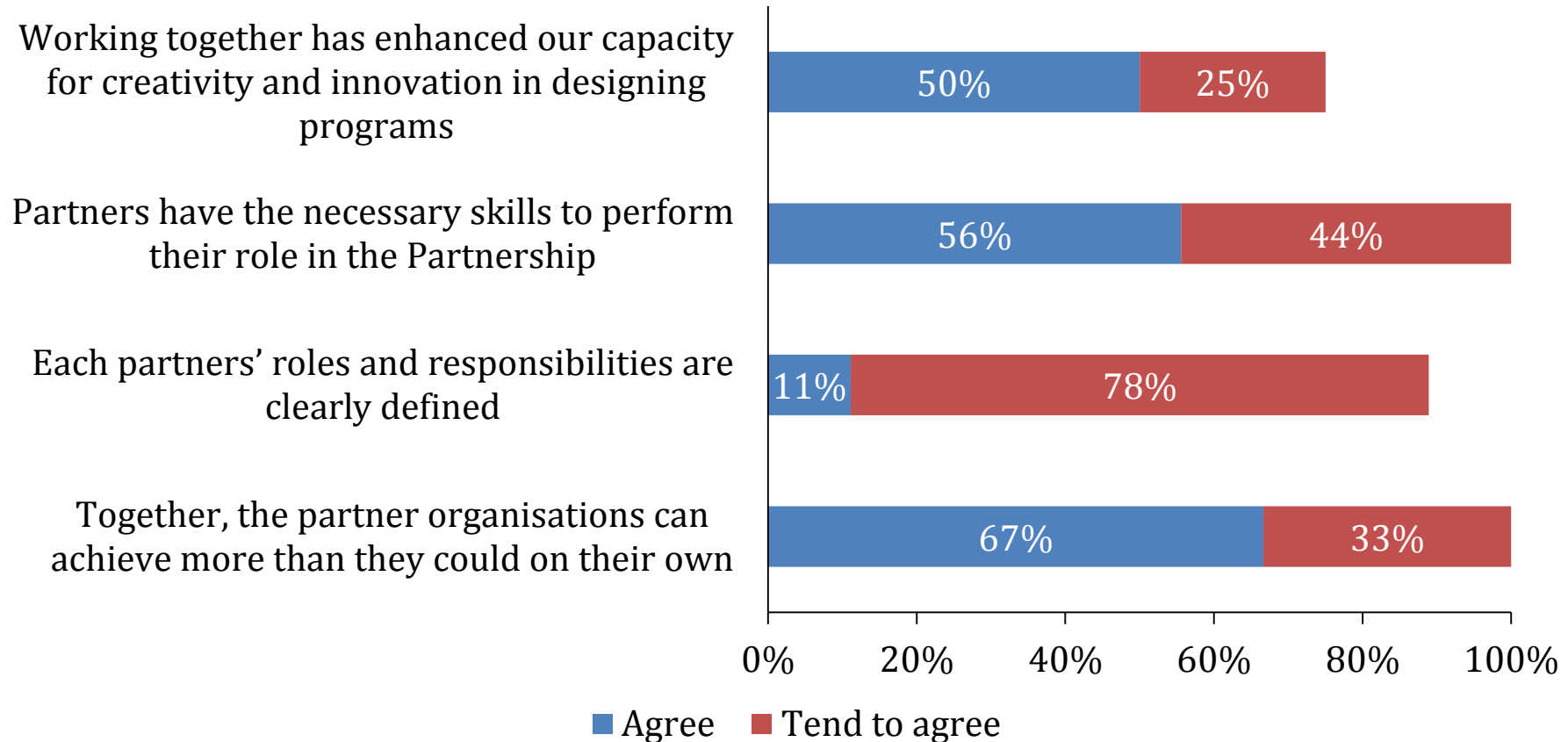
Partnership assessment questionnaire

Partnership governance

Please state how much you agree or disagree with each of the statements below.

	Agree	Tend to agree	Tend to disagree	Disagree	Don't know/ Not applicable
7. * Partners were involved in forming the vision and goals for the Partnership	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. * Partners were involved in developing the working arrangements for the Partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
9. * The scope or terms of reference for the Partnership are clearly defined	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. * Each partners' roles and responsibilities are clearly defined	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
11. * The Partnership can demonstrate or document the outcomes of its collective work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
12. * The Partnership reviews and refines the working arrangements when necessary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Comments	<div></div>				

Partnership assessment



2. Integration (Cooperation) Measure

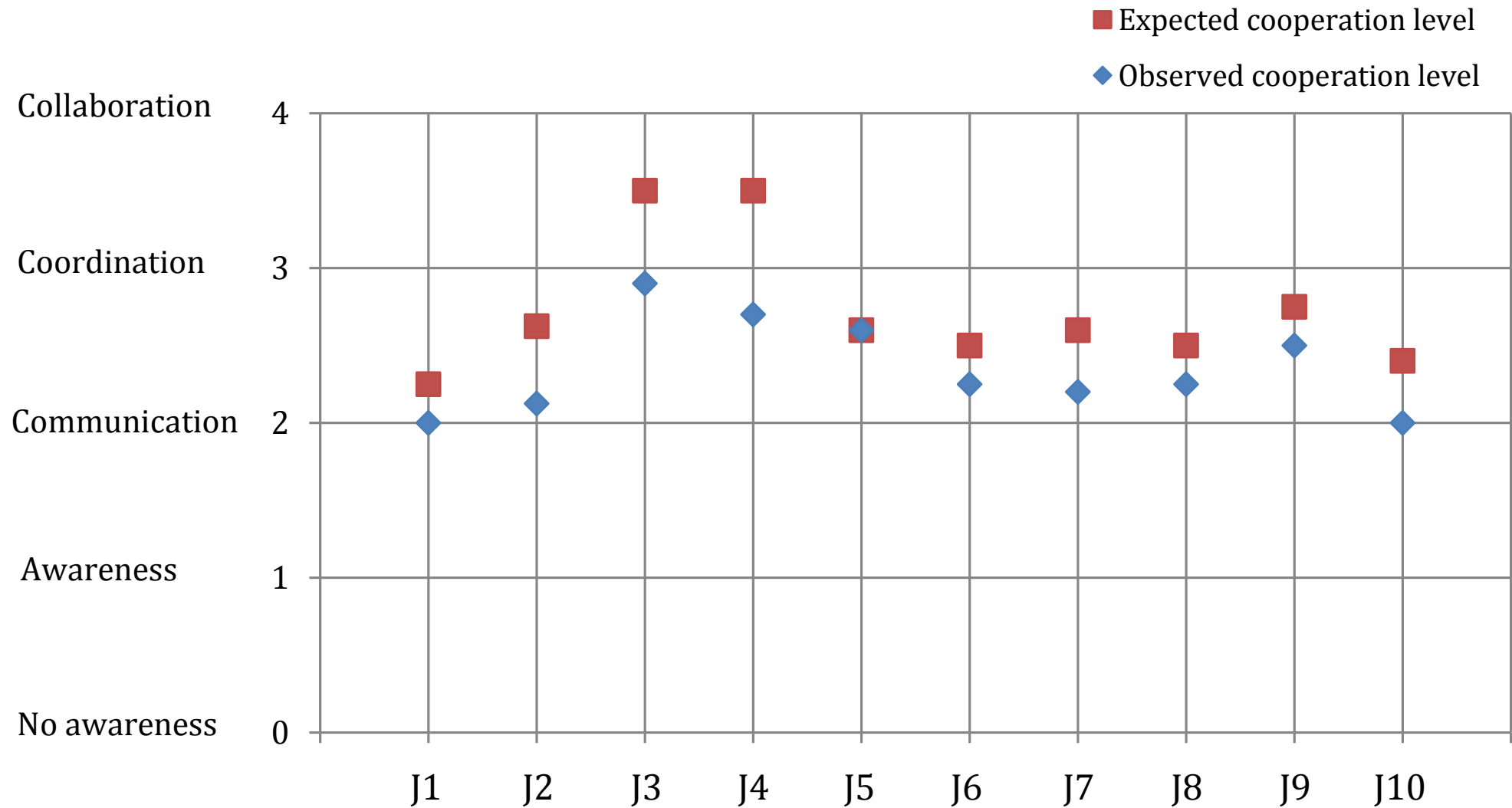
- Measure the level of cooperation at PROGRAM level
 - Satisfaction as a difference between
 - **Observed** level of cooperation – rating by each partner of each other partner
 - **Expected** level of cooperation – rating by each partner of each other partner
 - Collect information about WHAT is actually being shared.

2. Integration Measure – Levels of cooperation

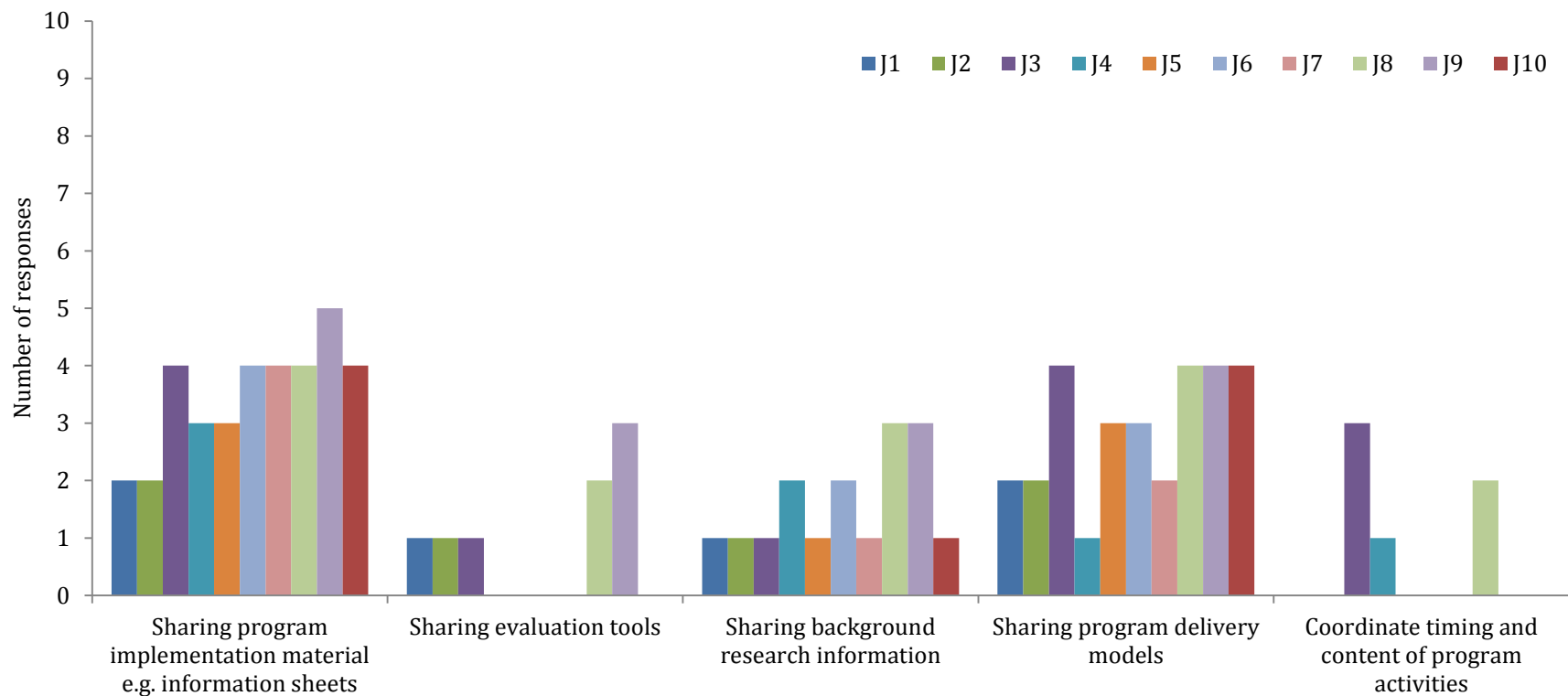
Code	Level of cooperation	Definition
0	No awareness	We are not aware of approaches by the equivalent program team in the other organisation
1	Awareness	We are aware of approaches by the equivalent program team in the other organisation, but organize our activities solely on the basis of our own objectives, materials and resources
2	Communication	We actively share information (formally or informally) with the equivalent program team in the other organisation
3	Coordination	We work together by modifying program planning and delivery to take into account methods, materials and timing of the equivalent program team in the other organisation
4	Collaboration	We jointly plan and deliver key aspects of our program with the other organisation with the aim of an integrated approach

Adapted from Brown et al. (2004)

Integration Measure: observed VS expected level of cooperation



What is being shared?



3. Social Network Analysis

- Individuals' reports of communications with other individuals in the network
 - Which people they interacted with in a specified time period
 - How (communication channel)
 - How frequently

Example of an SNA questionnaire

Name generator

SECTION B. Professional Network Questions

By 'professional network', we mean professional people whom you associate, interact or work with for the provision of care to patients (eg. nurses, admin staff, specialists, pathologists, doctors etc.)

- Looking back over the last six months, please identify people (up to 15 maximum) who are **important** in providing you with information or advice for providing care to patients. Please also identify their occupation and the proximity of their workplace using the codes below.

These people may or may not be people you communicate with on a regular basis or whom you would seek help from. They can come from within your practice or outside (eg. administration staff, doctors, nurses, GP registrars, radiologists, pathologists, health specialists, etc.)

Please enter their first names or initials in the table below. Then, enter the respective codes for their occupation and workplace proximity. The names or initials will be coded in numbers to protect your privacy and to maintain confidentiality.

Code	Occupation	Code	Proximity
1	GP	1	Works closely with me (eg. as trainee)
2	Nurse	2	Same Practice
3	GP Registrar	3	Different Practice
4	Specialist	4	Different City/Town
5	Receptionist	5	Different State
6	Other	6	Different Country

	First name or Initials	Occupation Code	Proximity Code
Person 1			
Person 2			
Person 3			
Person 4			
Person 5			
Person 6			
Person 7			
Person 8			
Person 9			
Person 10			
Person 11			
Person 12			
Person 13			
Person 14			
Person 15			

Table 1: Members of your Professional Network

Well done! Now please **tear off this page** and keep it next to you as you fill out answers in sections C, D, and E.

2

You and your network

SECTION C. Questions relating to You and your Professional Network

In this section, we are interested in the relationship between your professional network members and you.

- Using each of the names filled in Section B (table 1), please indicate the **time you have known the person** using the following codes. (The numbers on the right below corresponds to the number associated with the name of the person you named in table 1. Eg. 1 refers to person 1, 2 refers to person 2 and so on.)

Code	Time Known	Person 1 →	8. ____
1	Less than 1 year	Person 2 →	9. ____
2	1-3 years	Person 3 →	10. ____
3	3-5 years	Person 4 →	11. ____
4	5-10 years	5. ____	12. ____
5	10+ years	6. ____	13. ____
		7. ____	14. ____
			15. ____

- Using each of the names filled in Section B (table 1), please indicate the **frequency of your interaction** with them using the following codes:

Code	Interaction Frequency	1. ____	8. ____
1	Daily	2. ____	9. ____
2	Weekly	3. ____	10. ____
3	Monthly	4. ____	11. ____
4	Quarterly	5. ____	12. ____
5	Less Often	6. ____	13. ____
		7. ____	14. ____
			15. ____

- Using each of the names filled in Section B (table 1), please indicate the **type of relationship** with you using the following codes. If more than one relationship applies, insert the codes using commas to separate them (eg. 1, 3):

Code	Relationship Type	1. ____	8. ____
1	Work Colleague	2. ____	9. ____
2	Professional Acquaintance	3. ____	10. ____
3	Friend	4. ____	11. ____
4	Family/Relative	5. ____	12. ____
5	Other	6. ____	13. ____
		7. ____	14. ____
			15. ____

- Using each of the names filled in Section B (table 1), please indicate the **degree of closeness** between the contact and you using the following codes:

Especially Close – if the person is your closest personal contact;
Close – if you are friendly with the person but don't count him/her among your closest personal contacts;
Less than Close – if you don't mind working with the person, but you have no desire to be friends;
Distant – if you really don't enjoy spending time with the person unless it is necessary.

Code	Degree of Closeness	1. ____	8. ____
1	Especially Close	2. ____	9. ____
2	Close	3. ____	10. ____
3	Less than Close	4. ____	11. ____
4	Distant	5. ____	12. ____
		6. ____	13. ____
		7. ____	14. ____
			15. ____

4

Relationship between your professional contacts

SECTION E. Questions about relationship between your professional contacts

In this section we would like to determine how the members of your professional network relate to each other. This is **most essential** for conducting an analysis of your professional network.

How to answer:

Refer to the list of names you provided in Section B (table 1). Answering the question is a simple task when taken **one row at a time**.

- Start with 'Person 1' (in row).
- Ask, "How close is Person 1 (in row) with Person 2 (in column)?" Enter answer using codes below.
- Then ask, "How close is Person 1 (in row) with Person 3 (in column)?" and so on... for other persons (in column) until no more persons are available.
- Then move to Person 2 (in row) and ask, "How close is Person 2 (in row) with Person 3 (in column)?" and so on.

Code	Degree of Closeness	Description
1	Especially Close	if both persons are the closest contact
2	Close	if they enjoy each other's company or work well together, but don't count each other among their closest personal contacts
3	Less than Close	if they don't mind working with each other, but you have no desire to be friends
4	Distant	if they really don't enjoy spending time with each other unless it is necessary
5	Do not know each other	if they do not know each other
	Unsure	Leave cell blank to indicate you are unsure

Example: A code '2' in this cell means that Person 1 and Person 2 are close to each other

Example: A code '5' in this cell means that Person 1 and Person 15 do not know each other

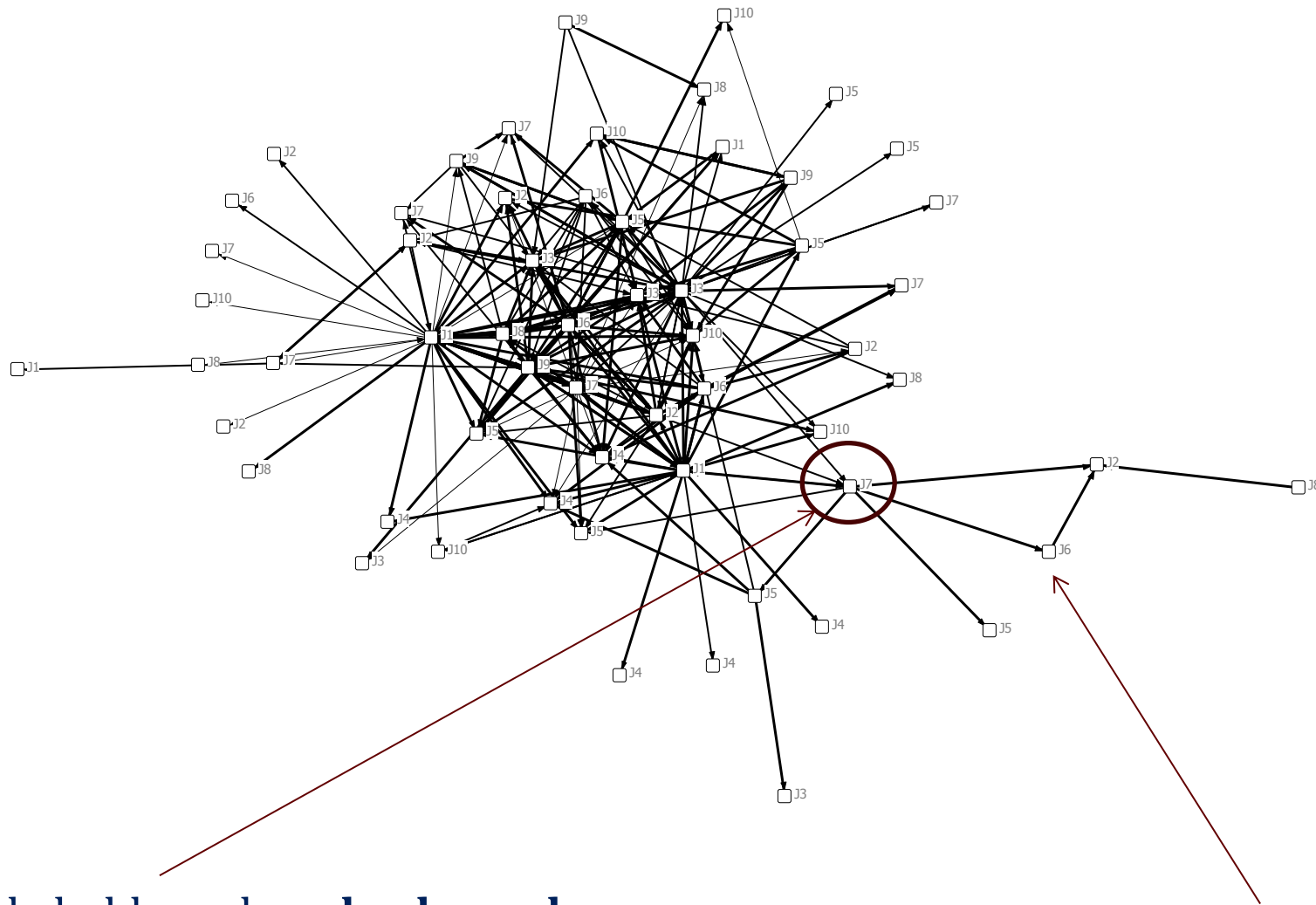
	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	Person 9	Person 10	Person 11	Person 12	Person 13	Person 14	Person 15
Person 1	X														
Person 2	X	X													
Person 3	X	X	X												
Person 4	X	X	X	X											
Person 5	X	X	X	X	X										
Person 6	X	X	X	X	X	X									
Person 7	X	X	X	X	X	X	X								
Person 8	X	X	X	X	X	X	X	X							
Person 9	X	X	X	X	X	X	X	X	X						
Person 10	X	X	X	X	X	X	X	X	X	X					
Person 11	X	X	X	X	X	X	X	X	X	X	X				
Person 12	X	X	X	X	X	X	X	X	X	X	X	X			
Person 13	X	X	X	X	X	X	X	X	X	X	X	X	X		
Person 14	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Person 15	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

6

Chung, K et al (2005)

Social Network Analysis - sociograms

Network is **sparse**, except at the centre



Some stakeholders play a **broker** role:
node reach out to the periphery

Network is relatively **decentralised**

Social Network Analysis - metrics

- At the network level
 - **Network density:** explains the general level of interconnectedness
 - **Centralisation:** explains to what extent the network focuses on particular individuals or groups
- At the individual level
 - **Centrality:** measures the number of direct ties (links) a node (stakeholder) has
 - **Betweenness:** measures the extent to which a particular node lies in between the other nodes of the network
- These metrics allow to
 1. Qualify the overall network
 2. Test hypotheses through correlation tests, e.g. stakeholders in their role for a longer time are more likely to play a central role in the network (high level of centrality).

What are the benefits of combining these methods?

- Bring together data from different perspectives
- More detailed information about practical processes
- Gives a better picture of an abstract/ intangible concept
- Within the mixed-method tradition
 - Combining for greater completeness
 - Triangulation
 - In combination with qualitative methods

See Pat Bazeley Metaphors for integrated analysis in mixed methods research

I'M IN A PARTNERSHIP.
YOU'RE IN A PARTNERSHIP.
HE/SHE/THEY ARE IN A PARTNERSHIP.
WE ARE ALL IN A PARTNERSHIP!



2 OVERUSED WORDS!

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