

# Engage in Partnerships! (BETA)



# 1 INTRODUCTION

## Why Partnerships?

In a time where circumstances change in the public system and where resources diminish while the expectations for public services increase, it may be necessary to expand and professionalize one's ways of co-operating.

In the report "Folkebiblioteker I Videnssamfundet" (DA), The Danish Agency for Libraries and Media points out the importance of having libraries offering themselves as partners and engaging themselves in partnerships, in order to strengthen and evolve the library and its offers to the citizens - including the relation between the library, the citizens and the surrounding society.

The libraries must work with partnerships across the public sector, the private sector, and civil society, as well

as commit to partnerships that recognize and utilize the new digital platforms.

## What is Partnerships?

When we use the concept "Partnerships" we define it as a co-operation between two or more parties, which leads to the creation of something that either party could not manage on its own. Furthermore, partnerships are characterized by having all parties contributing to - and all parties gaining from - the co-operation. Thereby, we are not talking about customer relations, consultant services, or other forms of supplier/purchaser relations.

The text will contain elaboration on the concept "partnerships".

## About "Engage in Partnerships! A Beta Version"

"Engage in Partnerships! A Beta Version" is our first suggestion for a guide

on how to create partnerships in the library. The guide will be extended and qualified in correlation to our continuous gathering of experience with partnerships.

Thereby, this guide is a "first step", and a final version will be available by the end of the project in spring 2012.

We have chosen to publish this Beta version already, partly because we hope that readers may find it useful in its present form, and partly because we hope that readers will contribute to the qualification of this guide. Thus, we will be happy to receive any comments about this guide that you may have, as your comments will be adapted and included when the guide is to appear in its final version. Contributions and comments can be given at [www.udafboksen.nu](http://www.udafboksen.nu) (DA).

## How to Read "Engage in Partnerships! A Beta Version"

This guide builds upon the book “Partnering with Purpose - A Guide to Strategic Partnership Development for Libraries and Other Organizations”, questionnaires, and the gathering of empirical data and experience. This data has been gathered in connection with the project “Out of the Box - Innovative Partnerships in the Library” and in connection with the experiences that we gather by working with creating strategic partnerships in Aarhus and Roskilde public libraries.

The guide contains suggestions and tools for beginning to work with partnerships. There are suggestions for how you can prepare your organization for the job, and a walkthrough of the elements that we recommend you remember in your partnerships; for example, a chapter about entering into agreements and one about evaluation. The guide can be read as a continuous piece of text, but the single chapters can also work separately.

We will continue to gather material for the individual chapters at [www.udafboksen.nu](http://www.udafboksen.nu). You are very welcome to study this material. The material that is gathered in the blog will be adapted, and the essence of the blog will be included in the final version of the guide “Engage in Partnerships!”

### **Who are We and What is “Out of the Box”?**

“Engage in Partnerships! A Beta Version” is part of “Out of the Box - Innovative Partnerships in the Library”, which is a project supported by the Danish Agency for Libraries and Media. “Out of the Box” will span 2 years (March 2010 to March 2012), and is a co-operation between Roskilde Public Libraries and Aarhus Main Library. Furthermore, IVA and the Dacapo Theatre are contributing to the project.

The purpose of the project is to develop tools for creating partnerships in libraries. This will be done in the

crossroads between practice, research and creative processes. You can keep track of the project at our website [www.udafboksen.nu](http://www.udafboksen.nu).

## 2 UNDERSTANDING PARTNERSHIPS - *Three principles for starting out*

### What is Partnerships?

All libraries have the opportunity to work in partnerships. Development and the extent of those partnerships rely on the resources that are available in the individual library and its surroundings.

Partnerships should never be a goal in itself, but should be seen as a method of achieving the goals of the library.

It is possible to define “Partnerships” in several ways. As mentioned in the introduction, we define partnerships as a co-operation between two or

more parties, which leads to the creation of something that either party could not manage on its own.

At the same time, partnerships are characterized by having all parties contributing to - and all parties gaining from - the co-operation.

### Three principles for working with partnerships

The principles that are described in the following should be seen as a guide that can help libraries to remember to focus on partnerships.

#### Principle 1:

Describe “partnerships” so that it is understandable in your library.

#### Principle 2:

All sectors in society are potential partners for the library.

#### Principle 3:

Have a clear strategy and goal for the partnerships that you enter into.

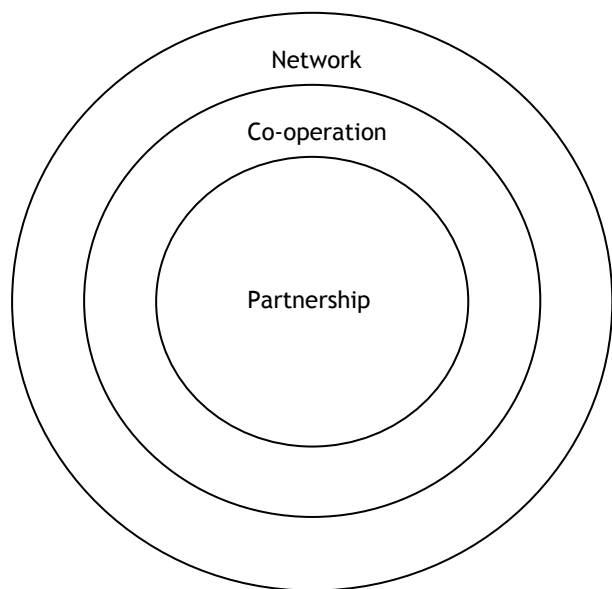
## Principle 1: Describe the concept “partnership” so that it is easily understood in your library

*-The library staff should understand the partnership concept, if it is to be of any use*

It is important to work consciously with the partnership concept. There are different degrees of commitment in co-operation relations, so when can we actually speak of a partnership?

How do we distinguish between network, co-operation partners and partnerships, and how do we create a consensus about what is what?

Here are two examples of how to describe the co-operation relations that you are involved in:



Williamsburg Regional Library has developed five types of relations:

**Glance:** Any type of contact between the library and an organization, interest group, company, or others. This could be written communication, visits, participation in a networking group and similar groups, where the library is represented.

**Date:** An agreement between the library and a partner about solving a specific and short-term problem together.

**Engagement:** A formal agreement between the library and a partner about working towards a *marriage*. This is a temporary agreement that either results in a *marriage* or stops.

**Marriage:** A formal agreement between the library and a partner about a common goal, where risks, resources and results are shared. *Marriage* is a long-term partnership.

**Divorce:** The end of a co-operation. *Divorce* can happen, either because a co-operation is unsuccessful, or because the partners in unison have decided that there is nothing more to gain from the co-operation at this given time.

## Principle 2: All sectors in society are potential partners for the library

*-It is important to focus on what will motivate a potential partner to engage in a partnership with the library, as well as what the library could gain by engaging in the partnership*

The library has a wide surface of contact, and is highly trusted.

The library usually has good facilities and access to information resources. However, the library can have difficulty coming into contact with and offering services to the groups of users that it wishes. At the same time, the library's purpose is so broadly defined that it will not be possible for the library to know a lot about everything.

Therefore, the library can engage in partnerships with companies or organizations, which have contact to, and knowledge about, the individual user groups or particular knowledge and competency about an area that the library wishes to communicate.

**The partnership should fulfil at least one of the following goals in order to be beneficiary for the library:**

- Create contact with new users
- Reach current users in new ways
- Gain the possibility of communicating new material or offer new services
- Create good relations within the community
- Use resources in new ways



## Principle 3: Have a clear strategy and goal for the partnerships that you enter into

*- To engage in partnerships is not a goal in itself. Therefore, it is important to know what the library wishes to gain in connection with a partnership*

It is important that the individual library has clear goals for what a given partnership is to contribute with. Therefore, it can be beneficiary to develop a partnership strategy, which contains an overall explanation of what the goals for engaging in partnerships are.

At the same time, however, it is also important that clear goals have been set for the individual partnership; how is this partnership going to contribute to the fulfilment of the strategy, and what does the library want to gain by engaging in this particular partnership?

The goal for a partnership should be that it is a success for the entire library. The library staff must therefore be capable of seeing the library as a whole, with a shared identity. The development of a partnership strategy can contribute to partnerships being thought about across the library, and that the staff gains a greater understanding of the library as a whole.

### 3 THE INTERNAL PROCESS

#### *- Making the Library Ready for Partnerships*

In order to create good partnerships, and in order for the library to appear as a professional partner, an internal organization that supports working with partnerships should be made.

The organization of the library is to ensure that goal, direction and coherence is present in the partnerships that are ventured into.

**The following steps should be taken when the library is preparing to work with partnerships:**

1. Create a partnership strategy
2. Assess assets and strengths
3. Document networks
4. Create internal structures for working with partnerships
5. Ensure that the right competencies are present in the library

This toolbox is still under development - and will continue to be in development until the project “Out of the Box” is concluded in 2012.

We are discussing the text with regular intervals - and we would like to hear good examples, comments and other things that may help enrich the toolbox at [www.udafboksen.nu](http://www.udafboksen.nu).

We look forward to hearing from you!



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## Step 1: Develop a Partnership Strategy

*Create a strategy for the library, where engaging in partnerships is in focus and hereby becomes a tool to reach strategic results*

The establishment of a partnership strategy should cause library staff to understand the need for spending time on establishing partnerships.

The development of a strategy creates interest - for what is to happen in the future - and motivation for engaging

in partnerships. It is therefore important that the strategic process becomes as open as possible, where many different perspectives and viewpoints are included, and where key personnel from the entire library are invited to participate.

The strategy can also be used for positioning the library. It shows what the library wishes to accomplish within the given timeframe. Also, it describes the library and its core values in a way that makes it easy to present the library externally.

### **The Main Library involves the entire library staff in strategic planning**

At the Main Library in Aarhus, the library's strategy is created in dialogue between management and staff.

Management and team management discusses and decides the main points for a future strategy in a strategy seminar. Afterwards, a strategy-week is held, where a meeting is held each morning for the entire library staff. The staff asks questions that spring from the main points.

Afterwards, the staff discusses the questions in various groups and report the results from the discussion on a blog.

After a week, all the main points have been discussed by the entire staff, and feedback has been given. This feedback is collected by the management and team management for gathering and qualifying the final strategy, as well as put it into perspective.

Indgåelse af partnerskaber er et af hovedpunkterne i Hovedbibliotekets strategi for 2011-2014.

Here are two approaches for making the individual departments work in the partnership strategy in their work- and activity plans:

**1. Each department develops a prioritization of their potential partnerships in coherence with the library's strategy.**

**Advantages:**

Each department assesses its own role in the library, and creates focus on its innovative opportunities. The department also becomes aware of its own strengths and special competencies in the library.

When individual departments contribute directly to the development of partnerships, it leads to a greater understanding of the partnership process and a greater incentive to working with partnerships in the future.

**Disadvantages:**

When individual departments prioritize partnerships on their own, a problem can occur when the entire

library's partnerships are to be coordinated in order to fulfill the goals that the library has set forth in its strategy.

When plans and prioritizations are developed in departments, they can develop a tendency to become small and only gradually evolve on things that already exist. It is easier to "play it safe" than to take risks.

**2. A broadly assembled partnership team selects potential partnerships for the departments based on the overall strategy.**

**Advantages:**

An overall partnership plan, developed by a team consisting of decision makers from all departments, will be more coherent in its focus - and strengthen clear and direct communication about the organization's partnerships.

Communication across all departments in a partnership team will pro-

vide the opportunity for initiatives that focuses on the library as a whole. The partnership team will be more selective in relation to the partners that are sought out.

Dialogues about partnerships in the managerial level will arise naturally in the library.

**Disadvantages:**

When a partnership team presents the potential partnerships to the departments, it may seem more like an assigned task or order directed at that given department.

The staffs that are to practically carry out the partnerships should be involved in engaging the respective departments.

**A Combination**

It is obvious to work with a combination of both approaches, so that the combination consists of employee involvement and coordination across departments.

## Step 2: Assess Assets and Strengths

*- Create an assessment and develop a list depicting the assets and strengths that the library can offer as a partner*

It can be a good signal to make the strengths and assets of a library visible, both internally and externally.

It is most effective to create a list of the library's assets and strengths by involving the entire library, preferably at a meeting, where the entire library is present and is able to discuss the list across departments and professions.

If this is not possible, another good solution is to create the list with the individual departments, and let representatives from each department discuss and qualify the results.

When the list is being made, it is important to be concrete. It has to con-

tain competencies and physical and financial resources. The library is often seen as having a great deal of credibility, which is a great asset - but it is not enough, when talking about engaging in partnerships.

Establishing a partnership takes time and resources. The library needs to be able to put work hours and other resources into a partnership, and this needs to be visible in the list.

The list has two primary functions:

**Internally**, the list can show the staff what the library can do, and (possibly) also what the library commits to be able to do.

**Externally**, the list may function as advertisement for the library, and can be used for negotiating with potential partners about which resources the library is to contribute with in a given partnership.

### QUESTION:

Should libraries who work with partnerships commit a certain percentage of the library's resources for establishing partnerships?

We look forward to hearing your opinion at [www.udafboksen.nu](http://www.udafboksen.nu).

## Step 3: Document Networks

### *- Establish a tool for gathering external contacts*

A method for gathering the cooperation relationships that the library is involved in, should be established. This should be paired with a network database or another form of digital tool for documenting relations.

By documenting the library's external contact systematically, a tool is created that the entire library staff can use for obtaining an overview of who has contact with whom, and about what.

Thereby, the risk that several people contact the same external partner is minimized, and an overview of potential partners is ensured.

At the same time, it provides an internal image of which colleagues that can be sparred with about the individual partners, and an image of

which surfaces in the library a partnership is touching.

All professional relations, which the library staff is part of, must be included, if the method is to cover the entire partnership spectrum.

A lot of work goes into documenting with that much detail, however, it does provide a very clear image of the library's external contacts.

Finally, the gathered material can be used for documenting how a partnership evolves over time.

When all material has been gathered, one should consider:

- What information is relevant for the library? Avoid information overload

- How the gathering of data can be made simple, quick and easy to use
- How the notes are to be linked to each other

#### **What Does the Main Library in Aarhus Contribute With?**

In fall 2010, the entire staff at the Main Library in Aarhus was involved in a process, where current and potential partners were mapped out. As a part of this session, the individual teams were asked to make a list of what the Main Library and their specific team could contribute with.

- Who needs access to the material, and who will be able to write and edit in it? (I.e., all co-workers, but no external employees or guests)
- How is it ensured that the library staff updates and searches through the data?

### Other Methods

Creating a network database is a lot of work, and in most libraries it will probably not be possible. However, it is possible to tend to one's network in other ways:

At Musicon in Roskilde, a notice board has been made at the entrance with the headline “friends of the house”. Guest may post their calling cards here, or the staff at Musicon can put up the calling cards of the people that they have been in contact with.

At Musicon, it is not written which member of the staff has been in contact with the given owner of a card, but it may be possible that doing so would make the notice board more useable.



At the Main Library in Aarhus, a yearly networking / new years event is held, where the library's network and staff are invited for an informal gathering, featuring opportunities for interacting across platforms, and a relevant presentation.

The Willimasburg Regional Library uses both a network database-system as well as the internet in their documentation of their networks. Because the network database at the Williamsburg Regional Library is internal, it has been chosen to combine the database with a website about partnership development. This website has four groups of recipients, who have different needs for information:

1. The library's leaders and staff, including the policy level
2. The partnership coordinators
3. The group that develop partnerships
4. Potential and current partners

## Step 4: Create Internal Structures for Working with Partnerships

*- An administrative framework for partnership development ensures that ideas are generated and carried out, and the partnerships are coordinated and prioritized*

Regarding the partnership strategy, it appears in Principle 3 that it is important to provide the reasons for why the organization needs to be able to see across departments when working with partnerships.

However, it is also important that there is a solid internal organizational foundation when the goal is to create and maintain partnerships and act professionally in relation to the external partners. The strategy must ensure that ideas are created, that partnerships are prioritized and coordinated, and that the different departments in the library work together

to reach the long term goals and prioritizations.

In order for this to function in practice, the following is necessary:

1. That the departments are committed to sharing time and resources with one another
2. That a member of the staff investigates partnership opportunities in the entire library (this could be a development or networking manager). This staff member must not be affiliated with the departments, but maintain a neutral position.

### QUESTION:

We are considering what the traditional organizational structure in our libraries means for working with partnerships. With the structure we have now in mind, are we able to comply with external partners? Are we sufficiently flexible with the organization that we have now?

We look forward to hearing your opinion at [www.udafboksen.nu](http://www.udafboksen.nu).

## Step 5: Ensure that the Right Competencies are Present in the Library

*- Focus on developing and recruiting staff members that have the competencies that support working with partnerships*

It can be appropriate for the library to appoint someone to be responsible for networks, in order to structure, maintain and evaluate partnerships.

In larger libraries, this will typically be the development manager, who is already responsible for a lot of external relations and has an overview of the library's development projects and events, etc.

In smaller libraries, it could be a regular member of the staff that is appointed for this task. It is, however, important that the network responsible has the support of the management.

It is important that everyone in the organization understand and support the partnership perspective. We believe that the staff can be placed into three categories, which depicts three types of competency

profiles. In order to create these competency profiles, it may be necessary to investigate competency development and motivational processes.

**The network responsible** must possess competencies such as:

- Good communication skills
- A sense of the larger perspective, in the library as well as in society
- Coordination skills
- Leadership responsibility or leadership support
- A sense of the entire organization, across departments
- Know the library's resources

The network responsible must have an overview of the library's partnerships, but does not need to be the one who carries out the actual work in the partnerships. It can be appropriate to

appoint someone to be responsible for each partnership that the library has.

**The partnership responsible** must therefore:

- Know about internal policies and procedures in connection with partnerships
- Participate in meetings with the other partnership coordinators
- Participate in mentoring and the sharing of knowledge so that the entire staff gain insight into each others competencies in relation to partnership coordination

In order for the work with partnerships to become a success in the library, it is important that the entire library has an understanding of what

it means to work in partnerships. **All staff members** should be involved in:

- Creating openness about partnerships in the library
- Celebrating new partnerships
- Communicating the library's strategy
- Knowing about the library's strengths and weaknesses

When hiring new staff members, it is recommended to pay attention to the following:

- The person's network. I.e., it should be considered, whether it needs to be someone with knowledge about the local community

- Competencies and qualities that the library does not already possess - This could possibly include other professional groups
- The person's ability to function in external relations

At Williamsburg Regional Library they have a *Community Partnership Development Director* (network manager), who is part of the library's management team. Then network manager's task is to plan, organize and implement methods and procedures for carrying out the library's partnerships.

The network manager participates in the planning and evaluation of partnerships, and puts existing and potential partners in relation to the library's goals. He is also responsible for a series of external activities and the network database. Furthermore, he is the chairman of the *Community Partnership Development Group* (the network group).

The network manager is responsible for maintaining a functional internal partnership process, and he is the external representative who knows what the library can contribute with, what is happening in and around the library, etc.



## 4. IDENTIFYING POSSIBLE PARTNERS AND GETTING TO KNOW THEM

### Delimitation of partnership opportunities

Choosing who you want to engage in partnerships with needs to be done in relation to the library's **strategy**. This selection process should be assigned plenty of time, as there needs to be time enough for establishing contact with the management of potential partners, and to gather more knowledge about the organization, the organizational culture, the working capacity and the potential.

### Geographic Delimitation

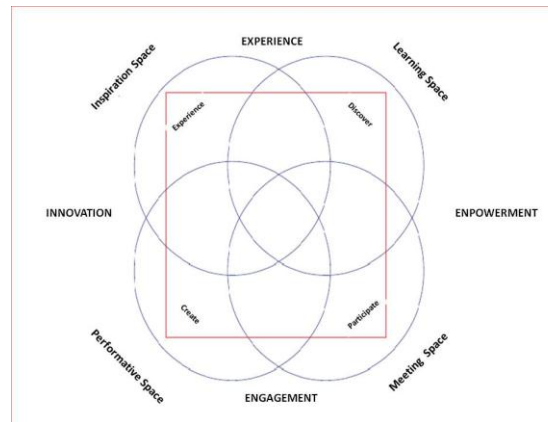
It may be relevant to create a geographical delimitation that shows where the library wishes to engage in partnerships. Is it to be strictly local, or is there room for a broader geographical area of potential partners?

With an analysis and investigation of the delimited area, an image of the

potential for constructive partnerships will emerge.

### The Library's Field of Operation as Delimitation

The library may have special focus areas that can be supported by partnerships, but it may also be relevant to view one's library in the context of the model developed by Dorte Skot-Hansen, Casper Hvenegaard Rasmussen, and Henrik Jochumsen, which has been published in "Folkebiblioteker i Videnssamfundet" (DA):



The model characterizes the library's field of operation, and can be used for providing an overview of blind spots in the library's services. These blind spots might help indicate which types of partnerships one should be looking for.

### Types of Partnerships

We have characterized different types of partnerships. The list is not exhaustive, but can serve as inspiration regarding what the different types of partnerships focuses on and can be used for:

### The Library as Space:

Partnerships can play an important role in the work for strengthening the library as a 3<sup>rd</sup> space between work and home. It could be by sharing locations, or sharing facilities in some other way. Partnerships give the opportunity for connecting the qualities

of the library space with the competencies of other players.

**Example:** The project “Echo of the City” is an example of how the library can be explored as a space for innovation, creativity and experiences that are not normally connected with a library. Pulse, mood, sound and movement from the city transformed into interactive installations challenges the usual setting of the library. “Echo of the City” was created in co-operation with Interactive Spaces from the Alexandra Institute in Aarhus, Roskilde Public Libraries, and the department of Culture in Roskilde.

**The Library in the Urban Space:** Partnerships can contribute by bringing the library’s services into the urban space, which makes the library a present player in the public arena. Partnerships may provide the opportunity for offering services on train stations, in busses, in pedestrian precincts, in supermarkets, etc.

**Example:** Roskilde Public Libraries participates as partner in 2011’s Roskilde Festival. Some of the installations and products that are developed here could be used at the library or other places in the city afterwards. This will make the library visible to the citizens of the city in another context, and show that the library can be something else than “just books”.

### **The Library as Cultural Communicator**

The Library has great interest in functioning as a public stage, and partnerships with cultural institutions can create life in the library as well as provide the cultural institutions with an exhibition window. Partnerships may be used for lifting growth layers, and ensure that the quality and cultural niche expression are strengthened.

**Example:** “Gaming - When the library joins in” at the Main Library in Aarhus is a project about computer games, gaming and gaming culture.

The purpose is to strengthen the communication of games, whether expressed in the physical library, online or outside the library’s walls. The project has a partnership with Aarhus Stiftstidende (a regional newspaper), that ensures that the library’s knowledge of games and gaming culture is communicated to the citizens of Aarhus.



### **The Library and the Knowledge Society:**

The library has great credibility and close user contact that can be used for sharing, as well as producing, knowledge. I.e., partnerships with educational institutions can provide spaces where research results can be published and displayed, and where research can be carried out.

#### **Example:**

The Centrum Library is a partnership between Herning Public Libraries and Herning Folkeblad (Daily Paper). The library takes the breaking news and show how news generate attitudes and positions, and this is disseminated to the citizens. Focus is placed on communicating knowledge of society and involving the citizens in local debates and events.

### **The Library and General Education**

The library has a special role in society as an informal learning partner. The increased focus on lifelong learning, and for learning outside the classroom, creates the opportunity for li-

braries to gain more societal influence. I.e., partnerships between general education services and libraries are not unheard of.



#### **Example:**

“From Cave Painting to Street Art” is a co-operation, where exhibition, event, experience and learning are united in a partnership between FOF Aarhus and the Main Library in Aarhus. the project is about creating a space in the library that focuses on contemporary art through lectures, workshops and exhibitions.

A Jurt (a traditional Mongolian round-tent) forms the framework around workshops for children.

### **The Library as Experimentarium**

The library has a great surface of contact. Therefore, it might be an interesting partner for companies, who work with development of new products and services. The library’s users can function as focus group for these companies, under the right circumstances.

#### **Example:**

The project “Crime Café - Murder at the Library” was a partnership between Aarhus Public Libraries, the Police Station in Aarhus, and the Crime fair (Horsens Public Libraries). The goal was to create a crime café for the Police Station’s staff, and to experiment with content and communication of library events. By giving other players the opportunity to communicate and organize the event, the partnership gave access to new inspiration, new target groups, differ-

ent competencies, and insight into other people's trains of.



### **The Library as the Public's Speaking Tube**

Because the library is a public and neutral space, where the users come voluntarily, and because we have a democratic duty to communicate and mediate information, it is obvious to engage in partnerships with other public institutions. This could be done by information campaigns, but could also be done by creating initiatives for learning that starts off from the public domain's 2012 goal: Full digital communication in 2012.

### **Example:**

An example could be the co-operation between Citizen's Services and NemID (a digital ID solution), where libraries provide the citizens with help so that they can help themselves through education offers that prepares the citizens for a digitalized world.

### **Who is the Potential Partner?**

When one has come this far, one needs an exhaustive idea about who the potential partner is:

### **What Type of Organization?**

There may be several issues that need to be taken into consideration depending on the type of organization that one has chosen to co-operate with.

Private companies usually have entirely different terms than public institutions. NGO's are mostly based on volunteer work, and schools often plan ahead.

Different types of organizations have different goals and strategies. They think about partnerships differently,

and may have different understandings about how to work together.

**It May Become Relevant to Look at:**  
The organization's identity and structure:

- What are the organization's visions?
- How is the organizational culture?
- What professional and local position does the organization take?
- Do the strategies of the library and the organization match?

**The Relation to Partnerships:**

- Is the organization partaking in other partnerships?
- Does the library already have contact with the organization?

**The Benefits of a Future Partnership:**

- What does a partnership with this particular organization contribute with in relation to the library?
- Where are the special opportunities?
- Potential conflicts:
  - Is it possible to predict possible conflicts in a future partnership?



## 5 AGREEMENTS AND CONTRACTS

*One of the most important tools in working with partnerships is documentation of the co-operation and the agreements that have been made*

In most cases, it is beneficial to make some form of written agreement between the partners.

In some cases, it may even become necessary to commit to a legally binding contract - i.e., if large financial investments are involved or if there needs to be clear definitions regarding the ownership of the final product. However, in most cases it is sufficient to make a more or less detailed agreement, or a statement of intent.

Whether it is contract, a co-operation agreement or a statement of intent (in the following, the term “partnership agreement” will cover the terms co-operation agreement and statement of intent), it contributes to keeping the partners in the co-operation. In the contract, agree-

ments are binding, while the partnership agreement describes the organization of the co-operation (what you plan to do together, and how roles, duties and responsibilities are divided).

Besides being useful as a reminder (and thereby maintaining the partnership), it is also a useful tool for evaluation of the partnership (who, what, when, where and why) and an excellent form of communication internally as well as externally.

**Please note that the agreement needs to correspond with the given partnership.**

We are gathering examples of partnership agreements at [www.udafboksen.nu](http://www.udafboksen.nu).

Please note that making a partnership agreement is not useful in all partnerships. I.e, the hip-hop festival “Aarhus Took It” believes that making a partnership agreement would destroy the dynamic in their co-operation with “Mindspot” (an offer for Aarhus’ youth by Aarhus Public Libraries). It should be mentioned that Mindspot as well as Aarhus Took It see their co-operation as a partnership with fixed agreements (they are verbal).



**Example:** Partnership agreement for “Mellem\_Rummet” (Only in Danish) - A cultural partnership between Roskilde Public Libraries, Roskilde University Library, and the Museum of Contemporary Art:

## Mellem rummet

**Samarbejdsaftale mellem Roskilde Bibliotek, Roskilde Universitetsbibliotek og Museet for Samtidskunst.**

Mellem\_rummet er et samarbejdsprojekt omkring kunst, kultur og events. Sammen vil institutionerne udfordre og udvide grænserne for, hvad man kan opleve på et bibliotek og skabe nye forbindelser på tværs af rum og bruger.

Billeder, genstande, musik, lyd og video skal sammen med oplæsninger og koncerter huske os på, at kunst nogle gange opleves bedst, hvor man mindst ventter det. Udstillinger i Mellem\_rummet har karakter af interventioner. Udstillinger og events griber ind i biblioteksrummet, ændrer og bruger det.

Mellem rummet arrangerer udstillinger og events i to perioder om året:  
 Forår: februar, marts, april  
 Efterår: september, oktober, november.

Mellem\_rummet er del af RoskildeSamarbejdet – et bibliotekssamarbejde mellem Roskilde Bibliotek og Roskilde Universitetsbibliotek. Mellem\_rummet udvides fortsat på kulturdelen og kan inkludere samarbejde med bl.a. andre kulturinstitutioner og foreninger.

## Formål

- At give biblioteksbrugere – børn og voksne – mulighed for at opleve kunst i andre og nye sammenhænge.
- At gøre opmærksom på og opfordre til besøg på de involverede institutioner.
- At sætte fokus på og belyse sammenhængen mellem de to biblioteker.
- At formidle bibliotekernes materialer på nye måder.
- At tilføje en kulturel og kunstnerisk dimension på RUC og beboelsesområdet Trekroner. Bl.a. ved inddragelse og samarbejde med RUC-uddannelsen Performance Design.
- At styrke samarbejdet på tværs af kulturinstitutioner i Ny Roskilde Kommune.
- At Museet for Samtidskunst får to nye satellitter hvor museets lydsamling og andre udstillingsaktiviteter synliggøres. Samtidskunsten udstilles i "nye" offentlige rum.

## Organisering

## Projektleidere

Projektlederne er (Roskilde Bibliotek) og (Roskilde Bibliotek).

- Indkalder til møder og tager referat
- Følger op på beslutninger og afvikling af opgaver.
- Ansvarlig for projekstyring og produktionsplan for årets projekter og arrangementer.
- Ansvarlig for produktion og planlægning af flyer og plakat. Herunder indhentning af tekster, illustrationer, korrektur m.m. og endelig trykning.
- Skaber kontakt til de øvrige samarbejdspartnere under den kulturelle dimension.
- Evaluering af projekter

## Presse og kommunikation

Presseansvarlig er (Roskilde Bibliotek)  
(Roskilde Bibliotek).

- Koordinering og udsendelse af pressemeddelelser i forhold til de løbende arrangementer.
- Kontakt til lokalaviser m.fl. kontakt og opdyrkning af RUC og Trekroner området.
- Ansvarlig for distribution af halvårsfolder.

Kunst- og arrangementskonsulent

Kunstkonsulent er (Museet for Samtidskunst)

- Kontakt til kunstnere og planlægning af udstillinger og arrangementer. Herunder opfølgning af produktionsplan, opbygning og afvikling af udstillinger og arrangementer i samarbejde med de enkelte biblioteker.
- Ansvarlig vedr. arrangementer der knytter an til Museet for Samtidskunsts øvrige udstillinger og lyd- og videosamling.
- Evt. udlån af teknik og andet fra Museet for Samtidskunst i forbindelse med opbygning af udstillinger.
- Tekstinput til beskrivelse af projekter til halvårsfolder samt input til pressemeddelelse.

### Ansvarlige kontaktpersoner på bibliotekerne

Kontaktpersoner er (Roskilde Bibliotek),  
(Roskilde Bibliotek), (Roskilde Bibliotek)  
(Roskilde Universitetsbibliotek) og (Roskilde  
Universitetsbibliotek).

- Planlægning og afvikling af projekter indenfor huset i samarbejde med
- Evt. organisering og sponsoring af teknisk udstyr m.m.
- Orientering om projekterne til husets øvrige medarbejder

**Ansvarlig for kontakt til Performance Design-studiet på RUC**  
Ansvarlig for kontakt til Performance Design er  
(Roskilde Universitetsbibliotek).

- Kontakt til Performance design
- Indhentning af mulige projekter og videreformidling til de øvrige samarbejdspartnere.
- Orientering til Performance Design vedrørende rammer for samarbejdet (økonomiske og konceptuelle)

#### **Samarbejdsaftalen**

Samarbejdsaftalen genforhandles en gang årligt forud for forårssæsonen. Især med henblik på fastsættelse af økonomi og ansvarsfordeling.

- Til hver samarbejdsaftale er der tilknyttet et foreløbigt budget

#### **Økonomi**

Økonomiansvarlig er \_\_\_\_\_ (Roskilde Bibliotek) og projektlederne.

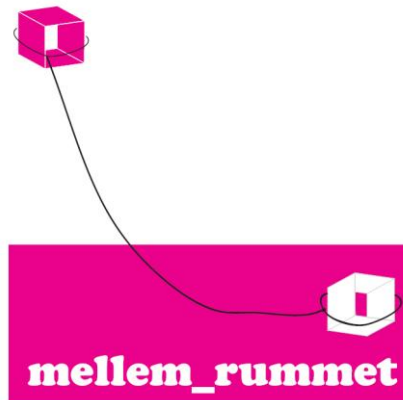
- Budgettets omfang for året 2007 er kr. \_\_\_\_\_, med ligeligt fordelte bidrag fra Roskilde Bibliotek og Roskilde Universitetsbibliotek a kr. \_\_\_\_\_ hver.
- Museet for Samtidskunst bidrager udover sin ekspertise og kontakter ved at indtænke Mellem\_rummet i planlægningen, praktisk som økonomisk, af kommende arrangementer og udstillinger.
- Museet for Samtidskunst bidrager, i det omfang museets øvrige arrangementer tillader det, med teknisk udstyr.
- Roskilde Bibliotek bidrager hver sæson med faciliteter til trykning af plakat og flyer.
- Budgettet indeholder følgende faste punkter:
  - Transport m.m.
  - Udstillinger
  - Performance Design
  - Diverse

Roskilde, Dato: \_\_\_\_\_

\_\_\_\_\_  
Museumsdirektør Marianne Bech, Museet for Samtidskunst

\_\_\_\_\_  
Bibliotekschef Mogens Vestergaard, Roskilde Bibliotek

\_\_\_\_\_  
Direktør Niels Senius Clausen, Roskilde Universitetsbibliotek





## 6 EVALUATION OF PARTNERSHIPS

*- Evaluating regularly should be prioritized*

The evaluation of partnerships should be highly prioritized by both partners. Evaluation is where each partner defines their expectations and measures the output and needed results of the partnership. It is important that the partners are in agreement about when and where the evaluation is to happen, i.e. yearly or quarterly. Make sure to create an evaluation plan in your partnership agreement.

Both parts of the partnership should evaluate the work, by themselves as well as together (a shared evaluation chart can be made). Afterwards, the results should be compared to expectations, resources, goals, finances, etc.

It is important that the partners discuss results, wishes, and expectations of each other in order to gain clarity and knowledge about the future of the particular partnership.

There are two important factors to consider during the evaluation process:

1. The partnership
  - a. Does the partnership work?
  - b. How is the communication?
  - c. Is the partnership an asset for both parties?

It is important to clarify, whether both parties still have the same ambitions and intentions for the partnership, and how they both see the partnership's development in the future.

2. Concrete initiatives and goals in the partnership:
  - a. Were the goals and initiatives realized?
  - b. If not, why?

- c. Have they had the desired effect (i.e., in the form of new borrowers, more borrowers, or visibility in the local community)?
- d. Are the results measurable? How can they be documented?

It can be beneficiary to use different tools for documenting whether a given goal has been achieved. The tools could be satisfaction surveys given to borrowers, or data documentation that shows increased website traffic, accounts that show the desired cut-backs, etc.

Both processes are important to prioritize, as they provide an overview of how the partnership creates value for the partners.

## 7 PARTNERSHIP PROBLEMS

*- It is prudent to make risk assessments and identify potential problems in advance*

A lot of issues that may cause problems in a partnership process will be accounted for, if you follow the steps that we have laid out. However, we wish to mention the typical problems here:

### **A Slow Process:**

Creating a partnership takes time. Therefore, it is important that time is allowed for establishing the partnership. If no time is allowed for establishing the partnership, it could easily go wrong or slow down the process, because no one follows up and carries out actions while the motivation is high.

### **Lacking Information:**

Almost all problems with partnerships are caused by a lack of information. Each party must feel informed, but there has to be established a proper

level of information in order to avoid information overload.

### **Lack of Understanding of Each Other's Organizations:**

The co-operating organizations can have very different organizational cultures. If those differences are not taken into account by meeting on middle ground and being willing to compromise regarding one's own behavior, co-operating will be difficult.

Examples of different organizational cultures: A long-term planning culture in the world of libraries opposite a news-oriented culture in the world of media; co-operation between organizations with fixed working hours opposite organizations that are based on volunteer efforts; organizations, who divide their work over an entire year opposite organizations who work with deadlines.

### **Changing Circumstances:**

Library staff must realize that conditions always change over time. Organizational changes, strategic changes, or budget cuts may lead to rethinking a specific partnership.

Due to changed conditions, it may be necessary to terminate a partnership. If a *divorce* becomes necessary, ensure that contact between the parties is maintained, as it is possible that a new partnership could evolve over time.

### **Staff / Employee Changes:**

Partnerships build upon trust between the project partners and the persons, who are directly involved in a partnership.

Therefore, staff changes can be a threat to a partnership, and good

communication, orienting the partners about the changes, should be maintained. It is also possible that staff changes are necessary in to make the partnership run smoothly - I.e., if the partnership coordinator does not function well in his/her role.

projektpartnerne og de personer, der er direkte involverede i et partnerskab. Derfor er personaleændringer en trussel for et partnerskab, og der skal holdes en god kommunikation med partnerne om de forskellige ændringer. Det kan også være, at personaleændringer er nødvendige for at få partnerskabet til at køre godt - det kan f.eks. være hvis partnerskabskoordinatoren ikke fungerer godt i rollen.

#### **Possible Internal Issues:**

- Management does not realize the importance of partnerships
- Library staff does not understand why partnerships should be entered into
- Departments protect and guard their own interests

- Knowledge about society is not shared in the library
- Focus is placed solely on formal partnerships, leaving less time for the informal partnerships, and for observing potential partnerships
- The library wants to do everything so well that they forget to set demands for their partners
- The libraries does not select their partners well enough, they forget to finish partnerships, or they forget to coordinate between the parties

#### **Possible External Issues:**

- Mistrust between partners
- Partners change strategies
- Too high expectations for the outcomes of the partnership
- Partners fail to realize the limitations of the partnership
- Different views on the partnership process

- Partners forget to accredit one another in PR-material, etc.
- A partner views itself as more important than other partners
- Loss of energy, focus or unexpected events
- The partnership builds upon wrong assumptions

#### **Possible Problems in Partnerships with Commercial Partners:**

- It can be difficult to match the implicated parties' visions
- The local offices of commercial partners often have less control over their decisions
- The library needs to pay attention to what a connection to the given company will mean to their image in society.
- The library needs to pay attention to the fact that picking a commercial partner possibly deters other commercial partners from entering into partnerships with the library
- Differences in co-operation cultures

This toolbox is still under development - And will continue to be in development until project “Out of the Box” is concluded medio 2012.

Therefore, we are constantly discussing and revising the text - And would like to hear comments, good examples, and anything else that may help enriching the toolbox at our website. You can read more about libraries and partnerships - and project “Out of the Box” at our website:

[www.udafboksen.nu](http://www.udafboksen.nu)

