Initiate — Structure — Execute — Monitor & evaluate

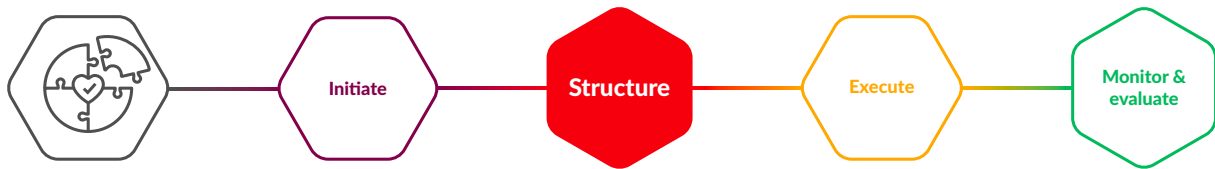# 2.1 Clarify roles and responsibilities

2.2 Agree on leadership

2.3 Set up mechanisms and processes

2.4 Plan the administration

Identifying who your stakeholders are and how to manage and involve them is important when preparing for your collaborative project. The stakeholder mapping should help you to identify all those who have a stake in the problem. Several stakeholder mapping tools can be used to achieve this task. Once you have identified the stakeholders the following needs to be considered.

Resources:

🗗 How to define roles and responsibilities for team success (Asana)

MAKERERE UNIVERSITY   Karolinska Institutet

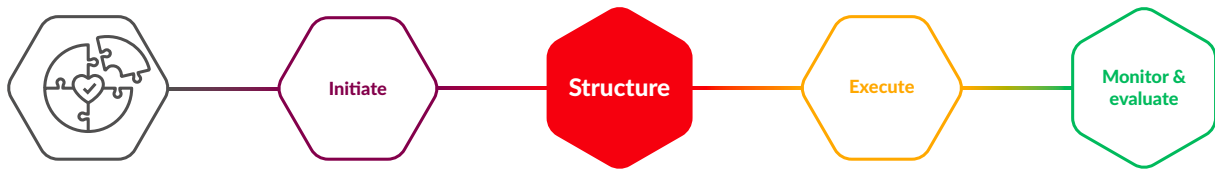Initiate — Structure — Execute — Monitor & evaluate

2.2 Agree on leadership

Leadership is crucial for setting and maintaining clear ground rules, building trust, facilitating dialogue, and exploring mutual gains. A leader is someone who drives the collaborative agenda, and such a role should be undertaken by someone with credibility and power to convene and influence other sectors' decisions regarding which programs are prioritised.

Collaborations provide multiple roles for formal and informal leaders. Formal leaders need formal and informal authority, vision, long-term commitment to the collaboration, integrity, relational and political skills, and ability to mobilise resources for effective functioning of the collaborative platform. Without strong leaders, a multisector collaborative isn't likely to survive the many difficulties it can confront.

It is also important that there are leaders from all the different sectors, especially leaders who represent community members, not just large or powerful institutions. Leaders must be good at listening and ensuring inclusivity and ownership of all stakeholders.

Resources:

Exploring Leadership in Multi-sectoral Partnerships (C.Armistead, P. Pettigrew, S.Aves)

Disclaimer: This tool is part of a curated collection of tools that has been chosen and tested by the team at CESH. It has been proven useful in projects connected to projects within Sustainable Health.

MAKERERE UNIVERSITY

Karolinska Institutet

2.3 Set up mechanisms and processes

Beyond structure and leadership, there is a need to set up the mechanisms and processes of how the multisectoral collaboration would be carried out. This includes how members can interact regularly such as through such as regular physical or online meetings, communicate with each other internally among members, and externally with the media and the public (communication plan), and address conflict promptly (conflict management plan).

The collaboration should also have mechanisms of how to build trust. Trust is either pre-existing when sectors form the collaborative, based on prior relations, or is built over time as members work together. Applying the principles of good governance including transparency, fairness and equality is crucial to building trust in collaborations. Other strategies to build trust include sharing information and knowledge, demonstrating competency and good intentions, and executing commitments.

Resources:

- [Elements of Trust Needed for Successful Collaboration (Sitepoint)](#)
- [The Role of Trust in Collaborative Relationships (B. Nielsen, M. Evans)](#)
- [Creating a conflict management plan (Systems Thinker)](#)
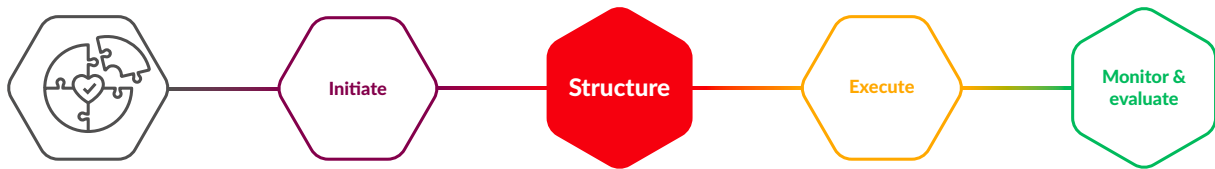
MAKERERE UNIVERSITY

Karolinska Institutet

Initiate — Structure — Execute — Monitor & evaluate

2.1 Clarify roles and responsibilities

2.2 Agree on leadership

2.3 Set up mechanisms and processes

2.4 Plan the administration

Members would need to have a plan of how to achieve the objectives of the collaboration through the planning, organisation, execution, and control of resources in a coordinated way. These resources can be human, intellectual, material, technological or financial as available across the collaborative. The role of administration is also key in setting up and inviting members to meetings, keeping records of meetings, and following up on action plans.

Resources:

⬀ Collaboration planning (Australian National University)

⬀ Planning your collaboration (Institute for Conservation Leadership)

⬀ Comprehensive Collaboration Plans: Practical Considerations Spanning Across Individual Collaborators to Institutional Supports (K. L. Hall, A. L. Vogel, K. Crowston)

MAKERERE UNIVERSITY

Karolinska Institutet