



A Literature Review and Research Agenda on Effective Strategies in Effective Community and Society Context: Partnership will be focused

José G. Vargas Hernández¹ and Mohammad Reza Noruzi²

Abstract

Innovative solutions to challenges facing societies can be found through partnerships between government, firms, communities and civil society. Through partnerships, these economic agents may work together to design and adapt strategies and policies and take initiatives consistent with shared priorities to improve governance of local conditions. This paper aims to review some important aspects of Partnerships, Coalitions, Sole and Trans-organizational Systems In the current Turbulent Environment.

¹ Research Professor, Department of Marketing and International Business, University Center for Economic and Administrative Sciences U of G., Zapopan, Jalisco, Mexico, josevargas@cucea.udg.mx

² Executive Master Business Administration, Islamic Azad University, Kaleibar, Iran, mr.noruzi.pnu@gmail.com



Introduction

Today, a majority of practitioners and academic observers seem to agree that specific forms of long-term oriented co-operation between -- in formal terms -- independent firms and imply important advantages which would neither occur simply on the basis of purely opportunistic behavior and short-term orientations nor would they arise from structures of central control and organizational integration (Bachmann, 2007).

Undoubtedly, the trend towards the establishment of close- and long-term oriented external relationships is strong and has also been confirmed by many contributions which in recent years discussed the characteristics of the system of inter-firm relations (Bachmann, 2007).

The term partnership describes a very wide range of contracts and informal arrangements between firms and communities. The communities involved in partnerships range from local to global in scale. Partnerships are relationships and agreements that are actively entered into, on the expectation of benefit, by two or more parties. Partnerships are formed to address issues of collective implications of individuals at local and regional spatial levels, such as governance, quality of life, economic development, social cohesion, employment, etc. Partnerships are a means to share risk between the two parties, and third parties often play important supportive roles (Mayers and Vermeulen, 2002).

Characteristics of effective community partnerships

Findings from the study conducted by the Center for Substance Abuse Prevention (CSAP) have demonstrated that effective community partnerships include the following characteristics:

- A comprehensive vision that encompasses all segments in a community and aspects of community life.
- A widely shared vision that has been agreed on by groups and citizens across the community.
- A strong core of committed partners who have been involved in the partnership from the very beginning.
- Inclusive and broad-based memberships that reflects the participation from all segments of the community, including the work place.
- Avoidance or quick resolution of conflict that might create a misunderstanding about a partnership's basic purpose.
- Decentralized units such as local planning councils or neighborhood teams, which not only encourage action directed at the needs of the small areas within a community, but also enlist residents to take the necessary actions or decisions.
- Reasonable staff turnover that is not disruptive.
- Extensive prevention activities and support for local prevention. (CSAP, 2000).

Partnerships also strengthen democratic practices. The greatest challenge of community's partnerships is to use their own assets and to internalize the need to better their life styles that can be achieved through individual and community empowerment. The factors that exist in a community are called assets defined by three interrelated characteristics: include the capacities of the members, internally focused and driven by relationships. To empower the community means that it may be able to create wealth and the basis of sustainable development using all the resources and all the vehicles at its disposal.

In community partnerships, power relations are modified among the main actors, NGOs, grassroots organizations, the private sector and local governments, as equal partners in consensus building and decision-making. As an essential element of development, community foundations bring together key stockholders as equal partners with their own unique assets and their know-how of the environment. Communities must become equal partners in the development process through the involvement of all their members in the analysis of existing assets as a starting point for launching an investment initiative, rather than become recipients in need of expertise.

Advantages of Partnerships



According to Cinnéide (2003) enhanced governance through partnerships enables society to solve problems more effectively through:

- Integrated holistic approach
- Co-ordination of policies/actions
- Participation of civic society in decision making
- Empathy with local needs/conditions
- Adaptation of policies/actions to local priorities
- Custom-tailored area based strategies
- Leveraging additional resources
- Synergy from team effort

Two ways to promote “investing in communities” are to involve the private sector and to focus on wealth creation rather than poverty alleviation. With partnerships the community brings other entities to be catalysts, facilitators and vehicles to mobilize resources. Partnerships are important to the private sector because they help to manage the expectations of the community. The private sector has the mechanism through which it can mobilize resources, assist governments and be a good partner for communities.

Disadvantages of Partnership

An advantage of a partnership over a sole proprietorship can *also be a disadvantage*. That partner who was initially nice to have around to help make decisions can quickly turn into someone to argue with over how the business should be run. In a partnership you do not always get your way. But in a sole proprietorship, you get to make all of the decisions. Only you are responsible for success or failure. The main disadvantage of a partnership in comparison to a limited partnership, corporation, or limited liability company is the *unlimited liability* of a partnership. In a regular partnership, each partner is personally liable for the debts of the partnership. If your partner runs up a lot of debts for the business, or if the business loses a lawsuit, the creditors can come after your personal belongings to get paid (such as your personal bank accounts, car, boat, etc.). However, if your business is incorporated or registered as a limited liability company, the creditors can only come after money and property belonging to the business.

Similarly, if you are a limited partner in a limited partnership, creditors can only come after property of the business or the general partners. Your personal property is safe in such circumstances. The idea of the business entities with limited liability of the owners came about as a way for the government to encourage people to start businesses to boost the economy. It is a way to go into business without risking everything you own.

Another possible advantage to other forms of doing business is in the area of taxes. Determining which type of business entity provides the best tax situation will depend upon many variables of the particular business in which you are involved. This can best be determined by a Certified Public Accountant (CPA) or tax attorney. The figure below is another look at the advantages and disadvantages of the various types of business organizations (Haman, 2004, pp.4-5).

Type of Organization	Limited Liability	Double Taxation	Government Regulation
Sole Proprietorship	No	No	Minimal
Partnership	No	No	Minimal
Limited Partnership	For limited partners	No	Moderate
Corporation	Yes	Maybe	Heavy
Limited Liability Company	Yes	Maybe	Varies by state

4. Government-government partnerships



The unique public-private US-Mexico Partnership for Prosperity initiative was launched in September 2001 with initiatives to target economic development in Mexico in the areas, which generate the most migrants. US-Mexico Partnership for Prosperity delivers the Good Partner Award to recognize the role of the private sector in advancing social and economic development in Mexico. In 2004, the winners were General Motors de México and Comercial Mexicana de Pinturas (Consorcio COMEX).

US-Mexico Partnership for Prosperity has as a central program the social security agreement and promotes access to nutrition programs for the Hispanic population.

The Mothers' Union highlights the fact that it pays mere lip-service to the role of civil society, has an exclusive focus on government-government partnerships and overlooks the need for gender equality and human rights to be integral to the development process: "Such gaps are less likely to have been missing if the Commission had included people from the grassroots of Africa and in particular more women"(Daniel, 2006).

5. Government-firms partnerships

Partnerships between governments and private business are necessary in some cases for sustainability and development of micro and small enterprises.

The public-private sector partnership collaboration between the Konkola Copper Mines wealth creation partnership with the government, the World Bank Group through the International Finance Corporation and other organizations and agencies and corporate partners, like British Petroleum have a social development plan,

A public-private partnership between Timberland and City Year of Americorps has expanded activities to 13 regions across the country and a pilot program in South Africa.

Merck has a partnership with the Gates Foundation and the Botswanan government to support health services there.

Partnering with Business is a private sector partnership between the Business Council for Sustainable Energy (BCSE) and United States Agency for International Development (USAID), promote sustainable energy technologies and the reduction of greenhouse gas emissions in developing countries.

Firms and governments are very interested in looking for ways to establish partnerships in Mexico and other developing countries to implement pilot projects to achieve significant emissions reductions and bring investment opportunities to Mexico.

6. Community Foundations

Community foundations (CFs) are public-private partnerships for grant-making towards community development, which manage resources to create wealth and improve the well-being of the community and society.

Some of the characteristics of community foundations are that they are primarily grant-making foundations. But many also do their own programs; have broad range of donors, diverse portfolio of local and external donors with high stability, geographically defined, community, city, county, district, economy of scale matters. Local board reflecting the community governs some, seek to build permanent endowment, element of perpetuity, broadly defined mission "to improve quality of life in community", "to strengthen social capital of community".

A principal issue for community foundations that needs to be negotiated is the money being driven for the agenda. Firms and governments may provide seed capital or an agenda of the public good and the needs of the community. Among other tasks, community foundations, create opportunities of cooperation between governments, firms and civil society sectors, and promote the culture of participation and social responsibility and philanthropy. In this respect, Sanz (2004) lists the community foundation tasks: to promote the culture of participation, social responsibility and philanthropy; to bridge government with civil society sectors and to create opportunity for collaboration among sectors.



It is mobilizing around assets the starting point for a community initiative to drive the process. Community foundations have to take a leadership role in the community, need to do asset mapping in order to discern what the needs and demands are, and they also need to bring together different stakeholders and work together with other CFs to gain wider recognition. In asset mapping it is important to distinguish between identification of assets for their own sake and identification of assets for people to generate action. Community foundations and governments are collaborating - mainly on projects, but also in more comprehensive and complex ways, which are being tried.

Building community foundations may take several years and maybe decades. Community Foundations are not quick fixes; they have to go through a process of demonstrating accountability and building trust. Sanz (2004) highlights the existing mistrust between government and civil society. Communities from developing countries often lack trust in government. Mesik, (2004) observed the fast growth of community foundations over the past decades, and explained that they are a specific model of public-private partnerships which can be an important vehicle for moving communities toward sustainable development. He described CF's as a combination of factors. Financial resources, material and social assets are all important for community foundations.

The Asset-Based Community Development (ABCD) Approach in Community Development

The Asset-Based Community Development (ABCD) approach locates the control of the development process in the hands of communities. Asset based community development is an approach to working at the community level influenced by theory and practice in areas of: community mobilizing (McKnight and Kretzmann, 1993; Elliott, 1999; Chambers and Cowan, 2003). Sustainable livelihoods (Bebbington, 2000; Sen, 1981, 1984, 1999; de Haan, 2000, Sen and Klein, 2003), the UNDP sustainable livelihood model (UNCDF, 2001); the DFID model of sustainable livelihoods (Ashley, C & Carney, D., 1999; Carney, 2002) and asset building.

Asset-based community development is a means by which communities recognize the value of the multiple assets that they have: Human, social, natural, physical, financial, technological, etc. The Asset-Based approach aims "to locate all of the available local assets, to begin connecting them with one another in ways that multiply their power and effectiveness, and to begin harnessing those local institutions that are not yet available for local development purposes." (McKnight and Kretzmann, 1993:1). Also ABC may support a community to organize to mobilize these assets, build on and protect their asset base for sustained community development, position them as a sound investment to lever additional assets from multiple investors.

The assets based approach is an approach to citizen participation in low-income communities. Communities possess significant assets that can be mobilized and utilized, besides the need for external resources. These assets and capacities can be broken down into three categories:

- Primary building blocks assets that are located in the community and controlled by its members.
- Secondary building blocks are assets not under community control but which can be brought under its control.
- The third category is potential building blocks. McKnight and Kretzmann (1993)

Communities are not subjects; they are not recipients of aid. They are the architects of their own destinies. ABC locates control in the hands of communities, orients the policy and regulatory environment towards community level asset building for sustainable livelihoods. An ABCD tool uses is a type of analysis where you are looking at what's coming in, what is leaking out and what money is being circulated in the community.

As a methodology, asset based community development grew out of the findings of a study of communities that had spontaneously and dramatically improved their economies and social conditions over a period of several years (McKnight and Kretzmann, 1993), has been influenced by participatory methodological traditions and embraces the concept of asset-building, as well as asset-mobilization, for sustainable community-driven development. ABCD is one methodology to help



organizations that work at the community level (either in a geographic sense or with target groups) stimulates an asset-based and community-driven development process.

Characteristics of the Asset Based Methodology

Some characteristics of the Asset Based Methodology for working at the community level are:

- Purposeful reconnaissance
- Building a relationship with community members
- Motivating community members
- Identifying assets
- Not mapping but organizing”
- Linking and mobilizing assets for initial community activity
- Sustaining social and economic development over the longer term

Application of ABCD is context specific and depends among other factors on the historic relationship between the intermediary organization and the community, power dynamics within communities, the capacity of formal and informal leadership in the community. Also, cultural factors and the relationship between communities and local and state governments (especially regarding access to assets) are important in the relationship context. A definition of community attempts to establish a common understanding of the complex concept of capacity building (McKnight and Kretzmann's, 1993).

In ABCD, a community explores its assets and organizes itself in order to mobilize those assets. The approach recognizes not only financial and natural assets, but human, physical and most importantly social assets – the latter being formal and informal associations, which become the vehicles for community development.

Important Community Assets

McKnight and Kretzmann (1993) have demonstrated that community assets are key building blocks in sustainable urban and rural community revitalization efforts. These community assets include:

- the skills of local residents
- the power of local associations
- the resources of public, private and non-profit institutions
- the physical and economic resources of local places.

McKnight and Kretzmann (1993) found that local economic development is successful when communities are able to identify and mobilize their own assets before drawing on resources from outside and have “citizens” rather than NGOs or government agencies at the center of the development activity

Partnerships are needed to achieve targets of long-term sustainable development. Partnerships provide a viable option for sustainable economic development and benefits for the stakeholders involved, promote transparency and accountability.

Partnerships are of interest in the search for effective governance mechanisms in an age of opportunities and threats created by globalization. Local partnerships in Mexico contribute to good governance As a form of governance, partnerships may be weak if the capacity of partners is uneven and share different degree of legitimacy.

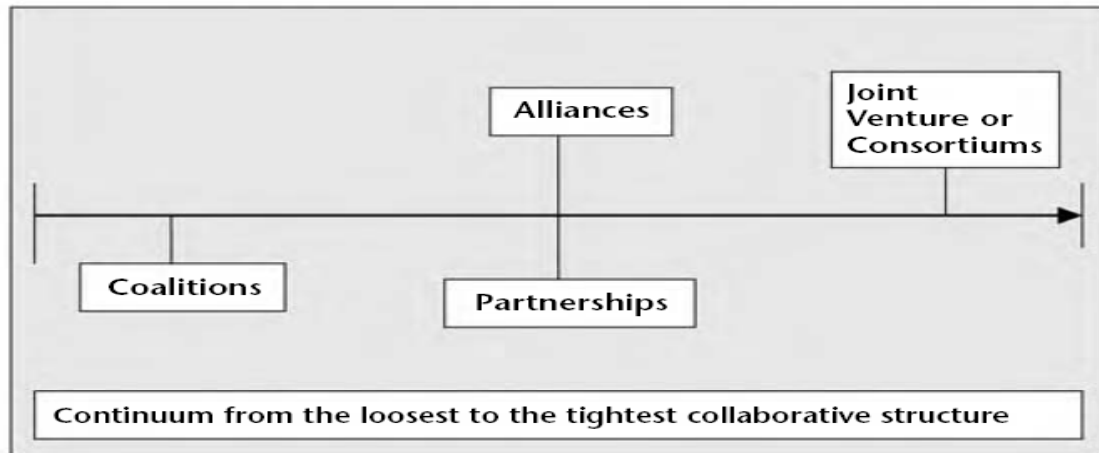
Co-operation and co-ordination fostered by partnerships are the result of the accountability framework reconciled with collective strategic planning. If local communities have weak capacity, participatory democracy and public accountability are challenged. Public sector, firms, communities and civil society as partners differ significantly.

The accountability of partnerships may be undermined when NGOs and the unstructured civil society are represented on a volunteer basis and their interests may not be the ones of the community, giving way to conflicts of interests. Elected officials are accountable to their constituencies and public officials are accountable to government. If large firms and governments are the stronger



partners, may help to build the capacity of weak partners. Small and medium enterprises (SMEs) as partners may not be properly represented if there are not mechanisms to enable broad representation.

1.1: Continuum from the loosest to tightest collaborative structure.



Source :(Roberts, 2004, p.26)

Coalitions, Partnerships, Alliances, Joint Venture or Consortia

In order to define the types of organizations that can legitimately be labeled TSs, we might place multiparty organizations along a continuum that ranges from the loosest form of collaboration, on the left of the diagram in Figure 2.1, to the tightest. At the looser end of the spectrum are coalitions. They usually have the least structure, often relying only on terms of reference and a decision-making process, and are apt to be used for advocacy purposes. In that case, they forgo a vision development process in favor of a process for reaching agreement on objectives on an advocacy strategy. Coalition is a term favored by health promoters for a TS aimed at achieving common goals (Roberts, 2004, p.26).

2.2: Matrix of Strategies for Working Together

Type of relationship	Definition	Relationship	Characteristics	Resources
• Networking	• Exchanging information for mutual benefit	• Informal	• Minimal time commitments; Limited levels of trust; No necessity to share turf; Information exchange is the primary focus	• No mutual sharing of resources necessary
• Coordinating	• Exchanging information for mutual benefit; Altering activities to achieve a common purpose	• Formal	• Moderate time commitments; Moderate levels of trust; No necessity to share turf; Making access to services or resources more user friendly is the primary focus	• No or minimal mutual sharing of resources necessary
• Cooperating	• Exchanging information for mutual benefit; Altering activities and sharing resources to achieve a common purpose	• Formal	• Substantial time commitments; High levels of trust; Significant access to each other's turf; Sharing of resources to achieve a common purpose is the primary focus	• Moderate to extensive mutual sharing of resources and some sharing of risks, responsibilities, and rewards
• Collaborating	• Exchanging information for mutual benefit; Altering activities, sharing resources; and enhancing the capacity of another to achieve a common purpose	• Formal	• Extensive time commitments; Very high levels of trust; Extensive areas of common turf; Enhancing each other's capacity to achieve a common purpose is the primary focus	• Full sharing of resources and full sharing of risks, responsibilities, and rewards

Source: (Roberts, 2004, p.28)



In the following matrix that is based on Himmelman's matrix of strategies, illustrates the range of activities, resources, and characteristics for organizations and community relationships.

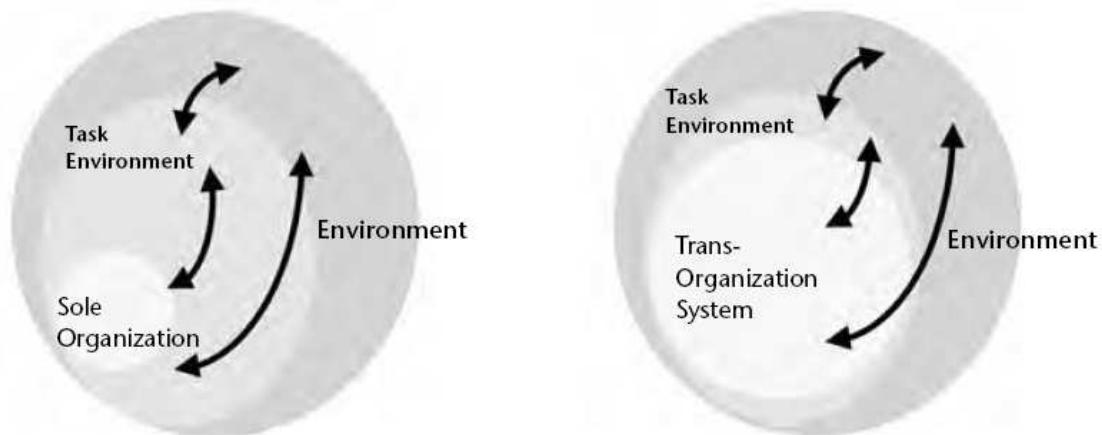
Sole organization vs. Trans-organizational systems (TSs)

If a sole organization joins with other organizations to create a trans-organizational system, more of the environment comes under the influence of the new TS. The turbulence caused by complex problems in the environment can be addressed by the consolidated resources and knowledge base of the new TS. The span of the TS covers considerably more than the single organization (Robert, 2004, p.18)

Trans-organizational systems (TSs) are organizations too. They must meet the criteria specified above for organizations, including having a system principle and transforming knowledge by adding value. As organizations of organizations, they are functional social systems existing in the space between single organizations and societal systems such as government. They are able to make decisions and perform tasks on behalf of their member organizations, while the member organizations maintain their separate identities and goals (Robert, 2004, p.25).

Trans-organizational knowledge sharing with customers and business partners results in the mutual benefits of better customer service, more efficient delivery times, and more collaboration (Alrawi, 2007). This dynamic makes knowledge a commodity that can be exchanged for revenue or more knowledge (Alrawi, 2007). These concepts are characteristic of the trusted advisor relationship, in which the client organization relies upon the consulting organization for guidance, recommendations, and insight in addition to facts, figures, and designs. The trusted advisor relationship is an important element of *trans*-organizational collaboration, being both a requisite element for the process to occur, as well as a by-product of successful trans-organizational collaboration (Kleinfelder, 2008).

Sole and Trans- Organization Systems and Communities



Sole organization in its Environment Trans - organization system in its Environment

Trans-organizational Development for community Development

In the organizational and management literature of the past 15 years or so, many successful inter-firm relationships are described as being based on a hybrid form of co-operation where business partners are 'neither friends nor strangers' (Lorenz 1988) and where the structure and quality of relations are constituted somewhere 'between market and hierarchy'. 'Strategic alliances' and 'organizational networks' are increasingly seen as a very promising form of trans-organizational relationships (Bachmann, 2007).

Trans-organizational Development (TD) is a purposive, planned change strategy concerned with creating and improving the effectiveness of inter-organizational coalitions. Unlike bounded, over organized systems found within most organizations, coalitions frequently exhibit indefinite boundaries and under organization (Sink, 1991).



As such, they may demand more than the traditional organization development (OD) strategies to effect change. A TD checklist was developed to guide change agents in dealing with coalitions. Developing or increasing shared norms and values, and establishing predictable, regular structures, roles, and technologies are primary tasks of the policy entrepreneur/TD change agent (Sink, 1991).

Trust, Power and Control in Trans-Organizational Relations

Large parts of the existing literature on trust building on wider political and philosophical aspirations are inspired by a harmonic vision and the deep desire to see benevolence and altruism prevail in social relationships between economic actors.

Against the background of this observation, the issue of trust has moved centre-stage in many contributions to the analysis of trans-organizational economic activities. Under current macro-economic developments, trust is seen as becoming the central mechanism to allow for an efficient solution of the problem of co-coordinating expectations and interactions between economic actors. While hierarchical relations are mainly controlled by bureaucratic procedures and top-down mechanisms of co-coordinating interactions, market relationships between anonymous buyers and sellers are based on the idea that economic actors simply use their individual resources and market power to follow their idiosyncratic interests, irrespective of what damage they might impose upon others (Bachmann, 2007).

The possible problems connected to hybrid relations, such as the increased vulnerability of individual organizations or possible mutual blockages between them, particularly when fast decisions are needed; obviously rate low compared to the possible advantages, and are often altogether ignored in the literature (Bachmann, 2007).

Trans Organizational Competencies

Followings are some characteristics of Trans Organizational Competencies

Organizational Capacity and Dynamics:

1. Creates and employs assessment models to assess organizational environment, needs, assets, resources and opportunities with respect to mission and policy development and assurance functions
2. Identifies and communicates new system structures as need is identified and opportunity arises
3. Develops system structures utilizing knowledge of organizational learning, development, behavior and culture (NPHLDN, 2005)

Trans- Organizational Capacity and Collaboration

According National Publication Health Leadership Development Network about Trans-Organizational Capacity, (NPHLDN, 2005):

1. Identifies and includes key players, power brokers and stakeholders in collaborative ventures
2. Develops, implements and evaluates collaborative and partnering strategies, including task force, coalition, and consortium development
3. Facilitates networking and participation of all stakeholders including broad and diverse representation of private/public and traditional/nontraditional community organizations
4. Facilitates identification of shared or complementary mission and creation of common vision
5. Creates trans-organizational systems utilizing a common values based approach with ethical standards
6. Develops and evaluates collaborative strategic action plans
7. Facilitates change through a balance of critical tensions within collaborative systems

Community and Community Partnership

Nowadays there are new communities for example online communities, online communities are network-based resources where people with common interests can go online to communicate (using list servers, bulletin boards, etc.) and share resources also Online communities exist on the Web for people with shared interests, for instance: Communities exist for sports, hobbies, parent groups and support groups (Lazar, 2002).



The mission of Community Partnerships is to create opportunities for all to pursue their dreams and engage fully them in community (CPI's Mission, 2009). Also according Jim & Patty Sherman:

"We firmly believe that our son's transformation would not have been possible without the support we received from Community Partnerships.

They have helped bring the joy of parenthood back into our lives and helped write a happy ending to the first chapter of his life."

So it should be provided direct services to organizations and adults with developmental disabilities to develop them well (CPI's Mission, 2009).

This is adopted as a move towards understanding of Community Partnership (Community Development Foundation, 1970).

A Good Community Partnership:

- Is crucially concerned with the issues of powerlessness and disadvantage: as such it should involve all members of society, and offers a practice that is part of a process of social change.
- Is about the active involvement of people in the issues which affect their lives. It is a process based on the sharing of power, skills, knowledge and experience.
- Takes place both in neighborhoods and within communities of interest, as people identify what is relevant to them.
- Is collective process, but the experience of the process enhances the integrity, skills, knowledge and experience, as well as equality of power, for each individual who is involved.
- Seeks to enable individuals and communities to grow and change according to their own needs and priorities, and at their own pace, provided this does not oppress other groups and communities, or damage the environment.
- Where takes place, there are certain principles central to it. The first priority of the Community design process is the empowering and enabling of those who are traditionally deprived of power and control over their common affairs. It claims as important the ability of people to act together to influence the social, economic, political and environmental issues which affect them. Community Design aims to encourage sharing, and to create structures which give genuine participation and involvement.
- Is about developing the power, skills, knowledge and experience of people as individuals and in groups, thus enabling them to undertake initiatives of their own to combat social, economic, political and environmental problems, and enabling them to fully participate in a truly democratic process.
- Must take the a lead in confronting the attitudes of individuals and the practices of institutions and society as a whole which discriminates unfairly against black people, women, people with disabilities and different abilities, religious groups, elderly people, lesbians and gay men, and other groups who are disadvantaged by society. It also must take a lead in countering the destruction of the natural environment on which we all depend. Community Development is well placed to involve people equally on these issues which affect all of us.
- Should seek to develop structures which enable the active involvement of people from disadvantaged groups, and in particular people from Black and Minority Ethnic groups (Community Development Foundation, 1970).

So in designing an effective partnership, designers should not them to implement them in their projects for a good community design.

Conclusions

The importance of Community design and innovative organizational structures within the knowledge-based modern economy is becoming increasingly important and has received greater attention in the literature recently (Kleinfelder, 2008).

Before trans-organizational collaboration can be effective, the potential collaborating organizations must have some mastery of internal knowledge management practices and functioning communities of practice (Kleinfelder, 2008).



Community development is the process of mobilizing communities to address important issues and build upon the strengths of the community.

Development agencies may give funding support to firm-community partnerships focusing on local organizations that can deliver benefits to members of the local community.

Proactive planning to preempt the company in design and organization of key aspects of partnerships is a success factor for improvement of partnerships over time. Longevity is not always a good indicator of a successful partnership. The Boise Cascade joint venture in Mexico ended as a partnership in a shambles of losses, recrimination and violence. A "loose-tight" flexible model of management may be a partnership principle and a practical solution. To maximize partners' benefits, the partnership may manage risks (Mayers and Vermeulen, 2002).

Also in designing community partnerships communities first should note for community development process. Community development is a structured intervention that gives communities greater control over the conditions that affect their lives. This does not solve all the problems faced by a local community, but it does build up confidence to tackle such problems as effectively as any local action can. Community development works at the level of local groups and organizations rather than with individuals or families. The range of local groups and organizations representing communities at local level constitutes the community sector. Also Community development is a skilled process and part of its approach is the belief that communities cannot be helped unless they themselves agree to this process. Community development has to look both ways: not only at how the community is working at the grass roots, but also at how responsive key institutions are to the needs of local communities".

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