WHAI
Women &
HIV/AIDS
Initiative

GROWING PARTNERSHIPS OF MUTUAL CARE

A Resource for WHAI Coordinators

2024

→ CONTENTS

ACKNOWLEDGMENTS

WHAI acknowledges that our ongoing work is conducted on the unceded, occupied lands, traditionally belonging to the many First peoples across Ontario, including the ancestral and current lands of a diverse range of First Nations, Metis and Inuit peoples. We honour the treaties, views, and practices of First people living on this land now and throughout history. We bridge our experiences and histories on the land with feminist transnational movements seeking freedom from settler occupation and colonialism.

This resource on partnership, collaboration and relationship building is centred on reflections and strategies that actively challenge harmful colonial frameworks of engagement. We acknowledge the work of Tema Okun and Kenneth Jones in developing anti-racist practices that dismantle systems of white supremacy. The content in this resource is informed by this iterative lens.

Lastly, we are tremendously grateful to the numerous community organizations and groups across Ontario that partner and collaborate with WHAI to strengthen our collective work and build thoughtful communities of care.
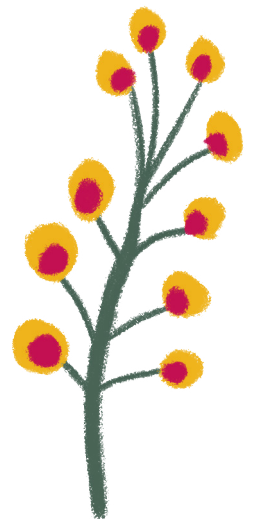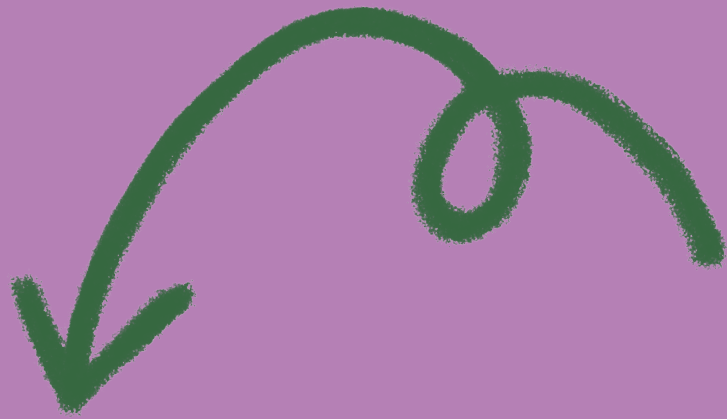
PART 01:

CONTEXT

INTRODUCTION

The Women and HIV / AIDS Initiative (WHAI) is a community-based response to HIV and AIDS among cis and Trans women, 2-Spirit and Non-Binary people in Ontario. Through a network of 17 WHAI Coordinators and allied partners across Ontario, we aim to:

1. Reduce HIV risk for women disproportionately affected by HIV, including Cis and Trans women, 2-Spirit and Non-Binary people.

2. Enhance local community capacity to address HIV.

3. Build safer environments to support these populations' HIV-related needs.

WHAI's work across Ontario is rooted in the principles of community development and collective impact. To read more, please see our report Collective Action Community Change: A Report Amplifying Community Voices. You can also learn about WHAI's approach on our website under "Our Approach."

The foundations of this approach require our network to build strong, meaningful partnerships across the regions and communities in which we work. Working collaboratively strengthens our capacity to address the complex realities identified in the Collective Action Community Change Report and the six (6) Priority Areas for Collaboration.

ABOUT THIS RESOURCE →

This resource has been developed in response to requests for guidance that support WHAI Coordinators in building meaningful partnerships to further their work.

It serves as a capacity building tool on how to cultivate strong, transformative partnerships that are mutually sustained. It has been informed by reviewing a range of relevant materials, engaging the expertise and experience of community organizations and WHAI Coordinators, and examining anti-racist and decolonial partnership practices.

As part of this development process, WHAI engaged in an art-based activity with Coordinators across Ontario to further strengthen the content of the resource. Drawing on the analogy of planting a garden, we worked with visuals such as soil, water, sun, gardening tools, fruit, vegetables, flowers and trees to identify helpful elements to grow meaningful partnerships. Key findings from this activity and the wisdom of WHAI Coordinators have been incorporated here by anchoring the content to the analogy of cultivating growth.

Throughout our work, we have delved into identifying the realities of white supremacy culture that often underscore partnership models. Drawing on *Dismantling Racism: A Workbook for Social Change Groups by Kenneth Jones and Tema Okun* (ChangeWork, 2001),[1] we wove the pitfalls of white supremacy into our thinking about partnership development. With an eye to visioning transformative community change that ruptures systems of white supremacy (a concept discussed by Sherene Razack), capitalism and colonialism, we collaboratively identified the elements below that help to facilitate meaningful partnerships.

This resource can be used to provide guidance, tips, inspiration and strategies to sustain or strengthen current partnerships, or build new ones, that rupture systems of white supremacy and foster our WHAI community development and collective impact work.

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[1] *Anti-racism and decolonial practices refer to practices that actively acknowledge and work toward dismantling systems of white supremacy. Kenneth Jones and Tema Okun's Change Workbook, Dismantling Racism: A Workbook for Social Change Groups, 2001, identifies key characteristics of white supremacy culture and strategies to draw on that rupture these systems.*

WHAT WE MEAN BY PARTNERSHIP

In this resource we refer to a partnership as a relationship between individuals, organizations or networks that are formed over time with a common purpose of facilitating community change work. Partnerships may look different based on the purpose, time span, members or organizations involved; in some cases they may be aimed at shared capacity building or training, or they may be exploratory, such as conducting joint needs or strengths assessments. Who you are partnering with will also help determine the kind of partnership you might co-create.

Are we Building Relationships, Collaborating or Partnering?

Building relationships of trust and mutual care, and collaborating toward a common goal are key components of every partnership. However, not every relationship you invest in, or project you collaborate on, may evolve into a partnership.

In community work, the relationships we build are foundational to our collective outcomes, so this is a critical starting point that takes time and work. Whether your partnership is new or inherited through your position at the organization, investing in the relationship you have with a potential partner will involve openness, clear communication and more. Especially when growing relationships with community members and peers, resist the pressure or urgency to move too quickly to a formalized partnership, or to identify goals. Allow time to build trust at the speed required by those you want to work with.

Collaboration is another term often used interchangeably with partnerships; however, there are differences. Collaborations typically refer to informal, small-scale activities with shorter timelines, versus partnerships, which are considered to be more formal agreements that evolve over longer periods of time. Collaboration can also mean the approach your group or community brings to the work in or outside of a partnership, highlighting common understanding and supportive actions by multiple people.

Whether the aim is to focus on relationship building, to collaborate or to formally partner, this resource offers important considerations for meaningful action.

Below are some types of partnerships that we believe are relevant to WHAI's collective impact work.

Type	Who may be involved	Examples
Individual or Group Partnerships	Members of the community and informal groups who carry life experiences, both personal and professional, that are important to our collaborative work	• Form advisory groups that offer wisdom and guidance on resources, communications or program development • Cultivate spaces of sharing and learning amongst women living with HIV
Community-based Partnerships	Community organizations and networks in the health, social justice and related sectors in our local communities	• Partner on a series of capacity building activities with communities of partnering organizations • Plan and carry out a joint community outreach or engagement event • Partner on resource development or knowledge exchange focusing on women's needs and experiences
Structural Partnerships	AIDS Service Organizations (ASOs) and WHAI Coordinators for cross-provincial collaboration	• Co-lead health promotion campaigns related to WHAI's work and priority areas for collaboration • Join a network of organizations or groups to co-organize a learning forum • Partner in coordinated research or evaluative activities
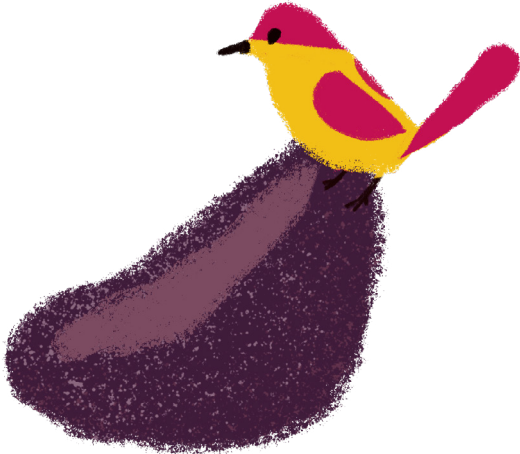
WHY PARTNER

As a network of Coordinators located in AIDS Service Organizations (ASOs) across Ontario, partnerships, collaborations and relationships are at the core of WHAI's work. Without partnerships, we would not be able to further our mission of building community capacity to support women living with or facing systemic risk of contracting HIV.

Importantly, partnerships and collaborations recognize that WHAI's work is intersectional.

Amplifying the experiences and voices of cis and Trans women, 2-Spirit and Non-Binary people who identify as living with HIV, African, Caribbean, Black, Indigenous or newcomers, who use drugs or substances, have experiences with violence, or have been / are incarcerated is essential to our collective work.

The wisdom of these voices point to the deeply interconnected ways in which stigma, racial discrimination, exclusion, gender violence and poverty machinate to erode the health and well-being of people living with HIV and their communities. We need equally interconnected strategies of care informed by allied partnerships and collaborations to affect change.

WHAI's work is also rooted in principles of community development and collective impact, which cannot be realized without the cultivation of meaningful and transformative partnerships. The five (5) conditions of collective impact are also ones integral to partnership and collaboration: *Common Agenda, Shared Measurement, Mutually Reinforcing Activities, Continuous Communication and Backbone Support.* Learn more about the Collective Impact model here: tamarackcommunity.ca/collectiveimpact

This is how we work toward our six (6) Priority Areas for Collaboration:
- *HIV Education, Prevention, Care and Support*
- *Community Connection*
- *Economic Autonomy*
- *Women-Centred Harm Reduction*
- *Safety*
- *Wholistic Care*

CULTIVATING PARTNERSHIPS: CONSIDERATIONS AND TOOLS

The following pages provide an overview of different components needed in growing a fruitful garden as symbolism for what is needed in growing fruitful collaborations and partnerships. These include:

- Seed and Soil
- Water and Sun
- Gardening Tools
- Plants, Fruits, Vegetables, Flowers, Trees
- Boots, Moccasins, Bare Feet

Each section includes an overview, how it relates to partnerships, and a list of useful links, tools and templates. The full list of links and references can be found in Appendix A for further learning.

SEED AND SOIL

Strong soil is a foundational element to growing partnerships. Different plants need different nutrients. Sometimes the soil needs to be replaced. Sometimes nutrients are needed. Sometimes simply water is needed. Paying attention to the foundation of the garden is essential to growing healthy plants.

What This Means for Partnership Development:

Each partnership and community change initiative may require different foundational elements, nutrients and care. They may require different people or organizations partnering to foster growth. Asking questions such as those listed on the following page may help to strengthen the foundations of your partnerships.

SEED AND SOIL

Purpose of your partnership or collaboration
- What are the foundational elements that have led to this partnership?
- How have you identified the purpose of your work together, or the community needs that led to the partnership?
- How might you co-create your goals, activities and shared outcomes? (*see link below on SMART objectives*)

KEY TIP:

While collective work is mutually beneficial, partners may come to the work with different outcomes or goals in mind. It is important to be honest and candid about not only what you can offer and achieve together, but also what you need.

Clearly articulating your needs and listening to those of your potential partners can create more authentic and honest relationships.

People at the table
- Who are the people participating in this partnership?
- Are the right partners present? How are we determining who the "right partner" is?
- Are community members who carry the needed wisdom, experience and capacity present? Do they bring the depth and breadth of wisdom that can help strengthen the work underway?
- How are you building trust with people at the table? Consider ensuring that there is balance between progressing at the speed of trust and within set timelines.
- Are the people involved new to the organization or community, and do they have the necessary support? If not, what might help to support them in their participation?
- Are they committed and passionate about the work? Is the work supported by the broader community or organization that can support the work in case of staff transition?
- Do you and those providing oversight have the capacity to carry out the work involved in this partnership?

KEY TIP:

Ensure your organization has the capacity to do the work before engaging the time and resources of your community partners or peers. It is wise to be honest about your own power within your organization to move the work you aim to do together forward.

You may consider engaging a manager or director at your organization to help support the work and strengthen the partnership

Access and decision-making
- Whose voice is amplified and centred, and what activities help to strengthen voices that are often quiet or excluded? Integrating a range of activities can help to foster active engagement from people who have a range of approaches to participating. (*see links below on facilitating inclusive meetings*)
- Do the activities foster inspiration, inclusivity and innovation? Are they accessible, thoughtful, and supportive of those participating?
- How is the space being curated? Time of day, location and space can have a significant impact on who participates.
- How will decisions be made collaboratively? Is a formal agreement required? (*see partnership agreement in tools*)

SEED AND SOIL

Useful links, tools and templates for this section
- Theories to help provide structure to inform community planning and the nuances of partnership development include Eve Tuck's Theory of Change or the Collective Impact model
- Building Smart Objectives
- "What to Include in your Partnership Agreement," Collaboration Amongst Civil Society Organisations
- How to Facilitate Inclusive Meetings for Introverts
- Partnership and Collaboration tools from the Ontario Organizational Development Program (OODP)

The Story Goes...

Ammara works for an organization located in a small rural area that has seen the growth of a diverse immigrant community in recent years. This has changed the client base of the organization, and Ammara believes that an overhaul of some of their sexual health resource material is needed to recognize the intersectional needs of their growing community. She aims to partner with a local clinic to co-create a new resource and has approached community peers to participate on an advisory committee to steer the development of the resource.

Ammara is coordinating the process and is having several meetings with the local service partner, with the advisory committee and then with her Directors who have set a deadline for the resource to be produced before the new budget cycle. Her contact at the partner organization is also leaving soon and is pushing for the work to be completed before she leaves. However, the advisory members are unhappy with the draft materials and feel like suggestions they had made are not reflected. They have a limited relationship with the organization but have been volunteering their time because they recognize the gaps in relevant community resources. However, with no direct communication with all the partners involved, they do not entirely trust the process.

Ammara is feeling the pressure to deliver on this resource but feels it is more important that the community is satisfied with what is being developed. After thoughtful reflection she decides to start fresh and lead with the voices of the peers. She assembles one resource development committee with peers, the new person in her service partner's role and one of her Directors at the same table. A component of the budget is also repurposed to compensate peers for their time and insights. The resource goals are envisioned collectively, and it is determined that some key voices are needed at the table that are currently not present. Efforts are made to change this and the planning group is expanded. The process has taken longer but the resource is all the more effective, has incurred trust and is built with collective community ownership.

For reflection:

- What other actions might Ammara have taken to ensure an affirming and trusting partnership?
- What might she have done if the organization's management was unmoving with deadlines and deliverables?
- How might Ammara document her learning so others forging new partnerships may gain from her experience?

WATER AND SUN

Water and sun both provide nourishment to make plants grow and flourish. But when there is too much or too little, the plants may wilt or burn, and may die. Some plants need a lot of water and / or sun, and some need only a little bit. The environment can provide more or less of these important nourishments, helping or hindering the plants' growth. Learning about and ensuring the right combination of elements are available is key to creating the optimal growth environment.

What This Means for Partnership Development:

It is important to integrate warmth, care, thoughtful communication and love into each interaction for partnerships to be transformative. Sometimes these important elements come naturally from the environment or community, and sometimes they require more intention and action. Ascertaining the right mix of elements that contribute to a partnership is possible by carefully observing how it grows, and whether helpful ideas and strategies are being generated. Not every partnership is the same, and thoughtfully examining the needs that are unique to each partnership is important. It may be helpful to ask questions in the following areas:

Resourcing your partnership or collaboration
- How will you define the resources needed to nourish your work? Consider including tangible resources such as funds and time, along with intangible resources such as warmth, care, thoughtful communication and love.
- Who will you collectively agree to distribute costs to and how will you do so? Consider the situation and resources of your partners.
- What other resources are available or needed to help this work flourish?
- What are potential in-kind contributions, how might you acknowledge these?

WATER AND SUN

→ **Observing the growth of your partnership activities**
- What is working well and growing naturally in this partnership?
- What is difficult and may require an adjustment in the work or relationship?
- What are indicators to watch for that suggest a community member may need more or less nurturing?

→ **Reflecting on what might require adjustment**
- How is mutual respect and support integrated into the structure of the collaboration on an ongoing basis?
- How might you collectively adjust the goals or activities of your work?
- As the work and landscape of need evolves, how is the partnership redefined to ensure it is actively growing and nurtured in a thoughtful and effective way?
- If there are changes to the partnership, how are new people welcomed thoughtfully? How are their strengths fostered? *(see links on strengths-based approach)*
- How is equity implemented into your work? *(see examples in links section)*

→ **Communicating what is working or not working**
- How often are the people participating in the partnership or collaboration communicating? This may differ depending on whether you are meeting in person, online or a mix of both (hybrid).
- How might you raise issues or celebrate successes?
- Is your communication aware of biases? *(see useful links below)*
- Are all people involved clear about the processes for raising issues?
- Do you feel equipped to handle difficult conversations? *(see steps in the links below)*

KEY TIP:

Consistent communication with partners or potential partners is essential, even if you are not currently partnering on anything.

Ongoing communication builds the relationship and demonstrates care, even if the goal is to check in and see how you might support them in their ongoing work.
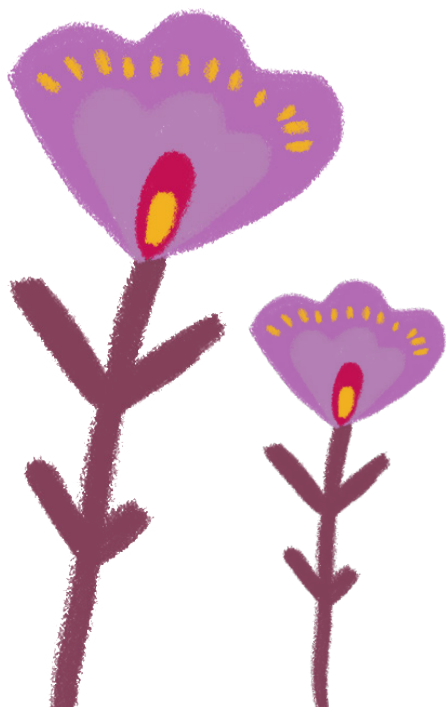
WATER AND SUN

Useful links, tools and templates for this section
- Strengths-based approach by Tākai that looks at sharing "power-with" versus having "power-over"
- Is your communication aware of biases?
- Examples of building equity into implementation by the Annie E. Casey Foundation
- The Centre for Creative Leadership's "Steps for Tackling Difficult Conversations"

The Story Goes...

Kim recently joined an anti-racism community coalition to further justice and equity work in their region. They have some experience in racial justice and community organizing, and are looking forward to sharing and learning in this space. The coalition is made up of a mix of established, well-funded organizations, student associations from the local university, community advocates and local City partners. While there are Black, Brown, Asian and Indigenous voices represented at the table, Kim soon realizes that their perspectives are not being heard or integrated in a meaningful way. Kim also realizes that people from the groups that allocate resources for coalition events tend to dominate the conversation about planning and coalition work. Kim feels disillusioned by this reality and struggles with how to raise the issue of power imbalance and communicate their concerns.

As a white person Kim is determined to be a strong ally but also does not want to be anyone's saviour. They decide to raise it at the next meeting and discuss it in terms of how to recognize the resources everyone is putting into the work outside of funds, how wisdom should drive decisions more than monetary capacity and how the group might celebrate the successes of work done outside of funded work. They also suggest that apart from the work planned outside the coalition, there should be ongoing work to build the internal capacities and learning of coalition members. Lastly, Kim suggests a review of the processes by which members can raise and communicate concerns within the structural partnership of the coalition.

For reflection:

- How is Kim considering the balance of resources and the processes of communication in their partnership work?
- What do you think of Kim's approach? Are there other actions you might take in that situation?
- What would some options be for Kim if coalition members responded to their suggestions defensively or negatively?

GARDENING TOOLS

Gardening tools are helpful to maintain a thriving garden. Tools to dig and till help to plant seeds or seedlings, maintain the soil, foster the growth of wanted plants, reduce the growth of others, and keep the soil healthy and generative to the garden. Tools also help to make the work easier, reducing the pressure on humans.

What This Means for Partnership Development:

The right tools can foster transformative partnerships. They can help maintain relationships, build understanding and learning, create spaces that amplify the voices of often excluded communities, foster creativity and innovation, and make room for further growth and change making. Using tools to grow transformative partnerships requires intentionality. Critically thinking about how community gatherings are structured, who is invited and how they are facilitated creates an ongoing learning environment that can foster stronger outcomes. Some useful tools include:

Planning Related Tools
- Goal setting and work planning tools to clarify the approach and outcome to the work (see links)
- Communication tools to maintain and monitor ongoing growth and development e.g., email schedules, Gantt Charts, MIRO templates for visual collaboration, Slack or other work planning frameworks *(see links)*

Implementation tools
- Food to create a warm, welcoming, and community-based space.
- Activities that foster a range of participation and learning styles and encourage creativity and innovation such as circle facilitation, fostering brave space or world cafe. *(see links)*

KEY TIP:

Participatory or arts-based models of facilitation can help participants explore new understanding or inspire new and innovative strategies to address community needs. (see links below to resources such as Participedia and Picturing Participation)

GARDENING TOOLS

Evaluation tools

Evaluation should be flexible to consider the partnership's unique, evolving and iterative realities. Examining what is flourishing and what isn't can be a key measurement of success in a partnership. Demystifying any sense of urgency, power, professionalism or quantity in deliverables can be an important part of growing partnerships that are decolonial and anti-racist, and further systems that dismantle white supremacy.

- Do your evaluation tools examine the quality of a partnership's relational and process-based successes in addition to outcome or quantitative measurements? *(see links)*
- How will you incorporate the learning from your evaluation? Will it be iterative?
- How are you keeping track of the gains and lessons of your partnership? How will this knowledge be shared with those in your position in future?
- Consider community-led monitoring practices *(see links)*
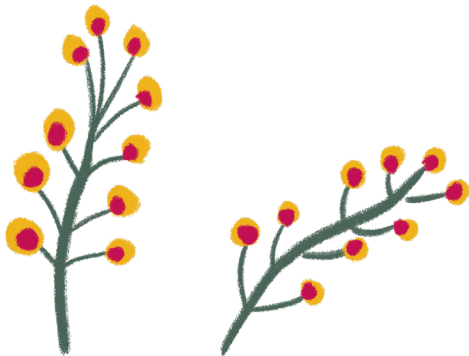
KEY TIP:

Develop and maintain a partnership list that can easily be passed on in case of staff or management turnover. List your key partners, tasks, events that were included in relationships.

Maintain this as a partnership log and have it accompany your succession or transition plans.

Useful links, tools and templates for this section
- Visual planning tools: MIRO.com, Mural.co, Slack.com
- Toolkit by the Collaboration Roundtable at Mosaic BC on Building and Sustaining Partnerships
- Facilitation Techniques by The New Mentality include Circle Facilitation, Right Relations or Brave Space, Open Space Technology and World Cafe
- Participedia on Art-based Participation Methods for Community and Research
- Example of Art-based Engagement in HIV programming
- Partnership Assessment Questionnaire by the Centre of Advancement for Collaborative Strategies – a good starting point that offers a large question bank that you can pick, choose and customize for your purposes:
- The Collective Impact Forum Podcast on Community Led Monitoring

PLANTS, FRUITS, VEGETABLES, FLOWERS, TREES

The plants that grow in a garden are rooted deeply in the soil, strengthening their above-ground growth, and offer sustenance to humans, animals and other plants. They are part of an interwoven ecosystem. Beyond sustaining life, plants help to flourish gatherings, connection and wellness. Fruits like grapes, raspberries and blueberries are perfect for sharing. Root vegetables like beets and carrots are warm and grounding. Trees provide shade and oxygen, and their deep roots provide stability to the ground.

What This Means for Partnership Development:

Food can help to foster connection beyond the content of the partnership and include cultural experiences. Offering food to guests in a partnership gathering can be a sign of reciprocity and care. Asking someone "have you eaten" or "would you like some" instead of "how are you" can help to build depth and care in a partnership. Like food, partnerships can grow slowly, and provide thoughtfulness to rapport and relationship building.

Fruit, vegetables, flowers or trees can also be considered as the outcome, or "fruits of labour." Understanding that outcomes may evolve or be iterative based on the process and engagement with the community is crucial. Sharing the outcomes and "fruits" of the partnership is also important to consider. The questions below may be helpful:

Outcomes of the partnership or collaboration
- How are the fruits or outcomes of the partnership measured? Are they tangible (such as resources developed in multiple languages), or intangible (such as changes in community perceptions of harm reduction)?
- How do we know what outcomes have been achieved outside of what was planned?
- How will the outcomes or success of a partnership be shared?

PLANTS, FRUITS, VEGETABLES, FLOWERS, TREES

Determining collective impact
- What is growing from this partnership?
- How are the communities you work with benefiting or gaining from the work?
- How might you creatively determine community impact? *(see links below)*
- How might this work have impacted you, your organization and your partners?
- What have you learned or gained and how you will continue to grow the plants of your work?

Useful links, tools and templates for this section
- Narrative and storytelling ideas from the Collective Impact Forum
- Discussion as resource: How Can We Tell Stories of Systems Change that are More Reflective of the Way Change Happens?

The Story Goes...

Justice has been a WHAI Coordinator with her organization for years, and knows the community she works with very well. After many months of careful co-planning, Justice recently co-facilitated a capacity building event for service partners on women-centred harm reduction with peers and partners. Goals of the event were co-created with community members and partners, and a transparent, honest and meaningful process was followed. Justice crafted a formal partnership agreement with her organizational service partner, agreements with peers, contracts with the event venue and facilitators, and the event was grounded in practices that created a supportive and affirming learning space.

In the aftermath of the event, Justice, her organization, partners and community members were eager to share the successes of their event and the knowledge gained. A feedback evaluation form had been shared with all participants, however, very few were returned to the group. The ones that were returned rated the event as highly satisfying but did not create a narrative of impact. The group was also at a loss for how to determine the outcomes of the event over time. Justice recommended a creative narrative project to engage participants, facilitators and peers at the event to explore what the creation of this space meant to them, whether they would be engaged in similar future programming and what recommendations they would share. The creative project would also engage the planning group to document and share what worked in their partnership process. The planning group was in agreement and worked with an arts-based facilitator to carry out a short engagement project that would complement the group's efforts in understanding impact.

For reflection:

- What outcome and impact tools might Justice have used to gain a stronger impact narrative from the start?
- Where in the planning process could this have been considered and included?
- Is the impact narrative that important? If they all felt the event went so well, isn't that enough?
- What other tools could help in this process of evaluation to support further growth?

BOOTS, MOCCASINS AND BARE FEET

Boots, moccasins and bare feet are symbols for how we walk on the Earth, and for how we might be mindful of what we are walking on when tending to a garden. Engaging in garden work means we advertently or inadvertently have an impact on our environment and surroundings. While walking with boots may provide more protection for our bodies, walking with moccasins or walking barefoot can be gentler, and help to reduce the negative impact on plants.

What This Means for Partnership Development:

Boots, moccasins and bare feet are important analogies for how we are "on the ground," or in community, and how we walk with each other. This is connected to how we walk on the grounds where we work and live, and how we learn from community partners. Being present on the ground, and in community, can help to provide invaluable insights into the ongoing experiences, struggles and strengths of a community. This understanding is important to developing thoughtful and community-led responses within a partnership.

Walking gently can mean listening, taking time to understand what is needed in a non-judgmental way, learning from those who have laid the path before you and leaving footprints for others to follow. Ask questions such as:

Who are you walking with?
- What path are you following, and is it the right one for this partnership?
- Have you honoured the wisdom of others who have done the work, and helped to guide the way?
- What path has this work layed for others to follow? (Knowing that we walk on others' paths, and also leave paths for those who come after us)
- What is the impact of the path you're journeying along? Are you walking gently, or boldly?
- Has the partnership come to an end? How might you transition out of a partnership? *(see links below)*

Useful links and tools for this section
- Consider this discussion from the Collective Impact Forum as a resource: How Can We Move Beyond Transactional Towards Relational Collaboration?
- Transitioning out of a Partnership

KEY TIP:

Sometimes it's important to recognize that people might be at their capacity and you just have to accept that this is not going to work. Partnerships may not go the way you want them to, so be prepared to transition.

CONCLUSION

Building trusting relationships, collaborating with community and ultimately, forging partnerships can not only yield meaningful change work, but can also be highly rewarding and transformative as a process. Just like the work of growing and tending to a garden, change work simply cannot be accomplished in isolation or in a vacuum.

Our lives are deeply interconnected, the challenges we face are intersectional, and our responses must be developed with collective efforts. In the words of poet and essayist Paula Gunn Allen, who reminds us of our beautiful interdependence, *"Snowflakes, leaves, humans, plants, raindrops, stars, molecules, microscopic entities all come in communities. The singular cannot in reality exist."*

Appendix A: Tools and Links Referenced

- Learn about the Collective Impact model here: tamarackcommunity.ca/collectiveimpact
- Theories to help provide structure to inform community planning and the nuances of partnership development include Eve Tuck's Theory of Change, or the Collective Impact model.
- Building Smart Objectives: https://beautifultrouble.org/toolbox/tool/smart-objectives
- "What to Include in your Partnership Agreement," Collaboration Amongst Civil Society Organisations: https://www.gndr.org/wp-content/uploads/2021/11/GN008_ECID_Toolkit_Tool-4.pdf
- How to Facilitate Inclusive Meetings for Introverts: https://www.parabol.co/blog/inclusive-meetings-introverts/]
- Partnership and Collaboration tools from the Ontario Organizational Development Program (OODP)
- Strengths-based approach by Tākai that looks as sharing "power-with" versus having "power-over": https://www.takai.nz/find-resources/articles/using-a-strengths-based-approach/
- Is your communication aware of biases?: https://www.awid.org/news-and-analysis/hot-tips-feminist-communicators
- Examples of building equity into implementation by the Annie E. Casey Foundation: https://www.aecf.org/blog/eight-expert-conversations-about-building-equity-into-implementation
- The Centre for Creative Leadership's "Steps for Tackling Difficult Conversations": https://www.ccl.org/articles/leading-effectively-articles/5-steps-for-tackling-tough-conversations/
- Visual planning tools: MIRO.com, Mural.co, Slack.com
- Toolkit by the Collaboration Roundtable at mosaic BC on Building and Sustaining Partnerships: https://atrium.lib.uoguelph.ca/server/api/core/bitstreams/9233823a-06d0-4803-b205-ce500d712375/content
- Facilitation Techniques by The New Mentality include Circle Facilitation, Right Relations or Brave Space, Open Space Technology and World Cafe
- Participedia on art-based participation methods for community and research: https://participedia.net/method/4451
- Example of art-based engagement in HIV programming with: https://www.picturingparticipation.com/
- Partnership Assessment Questionnaire by the Centre of Advancement for Collaborative Strategies: https://atrium.lib.uoguelph.ca/server/api/core/bitstreams/9233823a-06d0-4803-b205-ce500d712375/content
- The Collective Impact Forum Podcast on Community-Led Monitoring: https://collectiveimpactforum.org/resource/measuring-what-matters-with-community-led-monitoring/
- Narrative and storytelling ideas from the Collective Impact Forum: https://www.collectivechangelab.org/ssi-new or this discussion as resource: How Can We Tell Stories of Systems Change that are More Reflective of the Way Change Happens?
- Consider this discussion from the Collective Impact Forum as resource: How Can We Move Beyond Transactional Towards Relational Collaboration?
- Transitioning out of a Partnership: https://www.gndr.org/resource/collaboration/partnership-transitioning-guidelines/
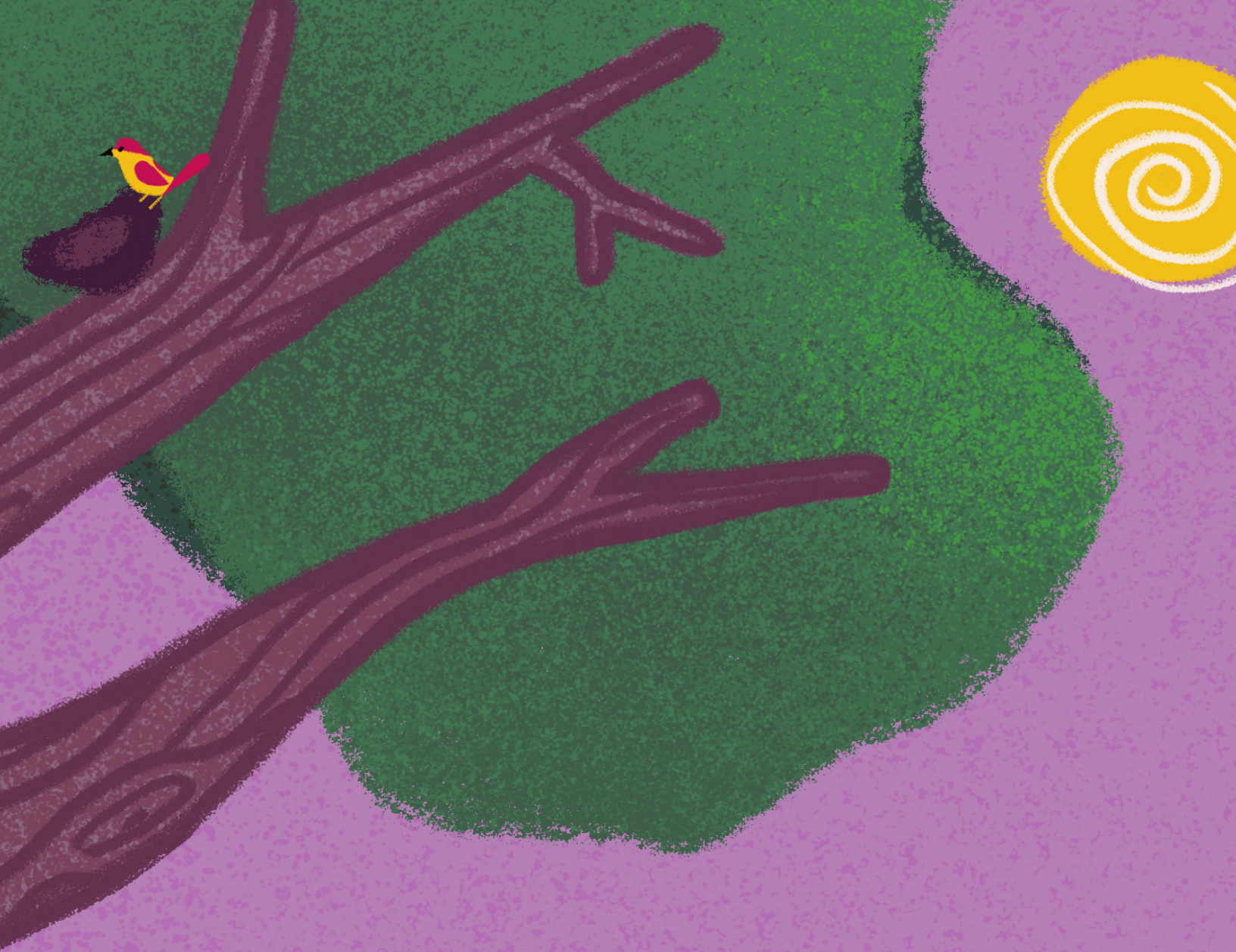
WHAI Coordinator Partnership Log

Partner Name	Organization or Affiliation	Last date of communication	Present work, Key Projects and Areas for Collaboration	Background notes