

## CORE COLLABORATION GOVERNANCE FUNCTIONS

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### PURPOSE

Core governance functions in collaborations are similar to those in organizations. However, in collaborations one entity doesn't need to fulfil all these functions. Collaboration partners can think about distributing them. For example, a lead organization may have fiduciary responsibility for funds that flow through it, but another entity, such as a Steering Committee, can be responsible for setting and monitoring outcomes. A separate committee or task group could be responsible for nurturing internal and external relationships. Making sure all key partners understand the core functions of governance means they can contribute to the decision about where governance decision-making should reside.

### HOW TO USE THE TOOL

- Use this checklist with your collaboration partners to design your governance structure and be sure that all the functions are being appropriately fulfilled.
- You can also use the checklist to evaluate the governance performance of more mature collaborations and in the orientation of new governance leaders.

### Core Governance Functions:

- Set clear and monitored directions and priorities and ensure they are achieved with mutually beneficial outcomes that are realistically aligned with capacity/competencies
- Determine how funds are acquired, ensuring they are used ethically, effectively and are properly accounted for
- Ensure that the collaboration has the capacity to achieve its goals and that roles and responsibilities are clearly and properly allocated
- Establish clear and mutually agreed-upon processes, review and revise them and monitor adherence \*
- Create, nurture and renew critical relationships
- Ensure the right partners and their stakeholders are effectively engaged and have clear expectations resulting in shared ownership for results
- Meet accountabilities to key stakeholders and among participants

**\*Governance processes (rules, protocols and procedures) define how things get done; that is, how:**

- plans are made
- goals are set
- priorities are established
- decisions are made
- funds are distributed among the partners
- money is spent
- finances and risks are managed
- people are hired
- work gets done
- communication takes place
- problems are solved and conflict is addressed
- accountabilities are met



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