

anzea Strategic Relations Policy and Strategy 2012-2014

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A. Purpose

The purpose of the policy is to:

- Articulate the Strategic Relationships principles for **anzea** as an organisation in the early stages of developing its identity, expanding its membership and determining its strategic priorities
- Position strategic relationships for **anzea** as active, two-way relationships that are formed with a view to helping **anzea** achieve its purposes and objectives more effectively
- Identify priorities for strategic relationship development that are likely to be most appropriate for the early years of the Association's development as those that endorse the aims of the Association and will provide tangible support to **anzea** in order that it flourishes.

B. Policy

1. Portfolio responsibilities

Portfolio responsibilities are, in collaboration with other Board portfolios as relevant, to:

- Develop and implement strategy for building **anzea**'s strategic relationships
- Establish and maintain liaison as appropriate with all associated bodies
- Encourage national and international contacts with a view to future cooperation
- Actively seek out possible relationships that will support **anzea**'s growth and provide

benefits to the **anzea** membership

- Develop and implement strategy and policy in relation to relationships with other associations, agencies and organisations, in particular other professional evaluation associations.

2. Principles

Key principles for developing strategic relationships, based on **anzea**'s core values, are as follows:

- Collaboration and partnership – that **anzea** will actively seek engagement with existing professional evaluation support organisations and other agencies, seeking opportunities to work alongside in a collaborative and complementary way, rather than in a competitive or duplicatory fashion.
- Commitment to the Treaty of Waitangi – **anzea**'s commitment to being a bicultural organisation based on the principles and obligations established by Te Tiriti o Waitangi and reflecting the unique bicultural context of Aotearoa New Zealand.
- Priority will be given to relationships with national organisations, in particular with Māori as tangata whenua and other cultural communities, as reflected in the **anzea** Constitution (see **Appendix 1**).
- **anzea** will not enter into agreements that it does not have the capacity to follow through on.
- Formalised relationships will be documented in a Memorandum of Understanding or similar protocol document that sets out the expectations and contributions of each party.
- Affiliate or other relationship status will be accorded on the basis of guidelines approved by the **anzea** Board (see **Appendix 2**).

3. Affiliation with anzea

An affiliate to **anzea** must meet all of the following criteria:

- They are an identifiable group or organisation, with a mandated representative of the group who is authorised to liaise with **anzea** re formal affiliation.
- They can demonstrate a clear link with the aims and values of **anzea**.
- Mutual benefits in a working partnership are apparent.
- The affiliate group agrees to encourage its participants or members to become a member of **anzea** or otherwise support the objectives of **anzea** as set out in the **anzea** Constitution
- Affiliation to **anzea** is formally endorsed by the **anzea** Board.

The process for affiliation is set out in **Appendix 2**.

4. Strategic relationship agreements

The nature of strategic relationships will be determined on a case-by-case basis. In some instances there is likely to be a need for a formal process whereby the practice elements of the relationship are jointly agreed and formalised in a written agreement (see **Appendix 2**). In other instances, the relationship may take a form, more like a 'handshake' such as where the intention is to establish a better relationship. The elements of these agreements are likely to include (but are not restricted to) some of the following:

- Agreed purpose/s and objectives of the relationship

- Agreed processes and guidelines for engagement and consultation, including communications
- Agreed joint undertakings
- Agreed decision-making processes
- Reporting processes
- Governance and review processes.

Particular relationships may require the development of further policy (e.g. the **anzea Co-Hosting Policy, Appendix 3**).

5. Determining priorities

Given that the **anzea** Board will always have a limited capacity for establishing and maintaining strategic relationships, priorities for this focus are important and need to be reviewed regularly. **anzea**'s early focus should be on building relationships that will have the greatest impact for **anzea** in terms of achieving its Constitutional purposes (see **Appendix 1**) and reflecting its core values. Some of the key strategic relationships that **anzea** should consider who are currently willing to support **anzea** are set out in **Appendix 4**.

C. Table of interim policy amendments

Date approved	Section	Amended policy statement

Appendix 1: anzea purposes (excerpted from the anzea Constitution)

4. PURPOSE

anzea is a charitable organisation established solely for the promotion, enhancement and development of high quality services to the peoples of New Zealand through quality evaluation of programmes, services and strategies delivered or provided by public, private and non-government sectors.

In furtherance of this purpose, the activities of the Association are intended to:

- 4.1 Benefit the community by promoting and facilitating the development of evaluation practices and standards in Aotearoa New Zealand, with specific reference to the principles and obligations established by Te Tiriti o Waitangi and reflecting the unique bi-cultural context of Aotearoa New Zealand.
 - 4.1.1 Promote excellence in evaluation in Aotearoa New Zealand with a focus on the maintenance of appropriate ethical standards for the evaluation profession, development of effective practice and craft, and the promotion of reflective learning as a strategy for evaluation for the public and community well being.
 - 4.1.2 Encourage the accessibility of the services of the Association to evaluation providers, practitioners, purchasers, and others affected by and interested in evaluation.
- 4.2 In addition, the purpose of the Association is to advance education by:
 - 4.2.1 Facilitating debate and exchange of ideas and dissemination of knowledge in the practice of evaluation through the conduct of meetings, conferences, education and training events, newsletters and other publications, and other similar activities.
 - 4.2.2 Promoting the publication of scholarly work relevant to evaluation.
 - 4.2.3 Fostering and facilitating liaison, communication and co-operation between members and other interested parties.
 - 4.2.4 Facilitating liaison with evaluation associations and other related associations in New Zealand and overseas, including the potential for joint activities.
 - 4.2.5 Promoting high standards in curriculum development and evaluation education and training in the tertiary education sector.
 - 4.2.6 Promoting the development of post-graduate courses in evaluation.

Appendix 2: Criteria and process for affiliation with anzea

Aims and principles

As a relatively young organisation, **anzea** is in the process of determining the nature of its relationships with other organisations and the ways in which we might work with them. **anzea**'s core values include collaboration and partnership, and we are keen to develop ways of working with other organisations for mutual benefit.

The following outlines draft criteria and a process for identifying 'affiliates' of **anzea** and developing affiliate relationships.

While membership of **anzea** would not necessarily be a primary outcome sought, attendance at **anzea** events would be encouraged.

Criteria for affiliation

An affiliate must meet all of the following criteria:

- They are an identifiable group or organisation, with a mandated representative.
- They can demonstrate a clear link with the aims and values of **anzea**.
- Mutual benefits in a working partnership are apparent.
- The affiliate group agrees to encourage its participants or members to become a member of **anzea** or otherwise support the objectives of **anzea** as set out in the **anzea** Constitution
- Affiliation to **anzea** is formally endorsed by the **anzea** Board.

Process for formalising affiliation with anzea

1. A potential affiliate group is identified.
2. The group and an appropriate **anzea** Board member discuss how both parties can support each other and work together.
3. A written proposal to this effect is taken to the **anzea** Board and discussed (via email or at a Board meeting).
4. If the **anzea** Board agrees in principle to an affiliate relationship, it will respond to the proposal with either agreement to the terms of the relationship and/or additions or amendments to those terms.
5. Once both parties are agreed to the terms of the relationship, the group, its aims and a contact point will be listed on **anzea**'s website (and vice versa if appropriate).
6. Both parties work together as agreed, with any significant variations to come back to the Board for discussion.
7. The affiliate relationship and its terms will be reviewed annually or as appropriate by **anzea** to ensure that the relationship and activities are still appropriate.

Appendix 3: anzea Co-Hosting Policy (approved November 2009)

Definition

‘Co-hosting’ refers to the co-hosting of events or speakers by **anzea** together with another organisation. It may be initiated by **anzea** or by another organisation.

The purpose of the policy

The policy aligns the sharing of events by **anzea** with other organisations that share **anzea**’s values and Constitutional objectives, in order that **anzea** is able to effectively:

- Consider the potential benefits and risks to **anzea** and its membership of any co-hosting opportunity
- Allocate decision-making and funding, if relevant, for co-hosting
- Ensure **anzea**’s branding is appropriate for any opportunity that it participates in
- Assign and weigh up appropriate criteria for judging proposals.

Principles

The principles underpinning this policy are as follows:

- Collaboration and partnership are core **anzea** values, encouraging **anzea** to actively seek engagement with other relevant organisations and opportunities to collaborate in complementary rather than competitive or duplicative fashion.
- Where there is a clear benefit to **anzea** members, efforts should be made to share the costs associated with relevant events and speakers.

When co-hosting speakers, the following principles should apply from **anzea**’s perspective:

- The primary purpose of the speaker’s engagement must remain that of benefiting **anzea** members
- Any share arrangement must not compromise the purpose for which the speaker is addressing **anzea** members (e.g. in terms of timing and availability) or the potential benefit to **anzea** members
- Any such share arrangement must not detract from the potential financial or other gain to **anzea** of having the speaker address its membership
- No **anzea** Board member or other **anzea** member shall receive any financial benefit from such a share arrangement.

Benefits and risks of co-hosting events and speakers

Benefits	Potential risks
<ul style="list-style-type: none"> • Professional development for anzea members • Lower the costs of hosting speakers, particularly international speakers • Develop or strengthen strategic relationships with other organisations 	<ul style="list-style-type: none"> • Financial risk (e.g. event poorly subscribed) • Risks to the anzea brand <ul style="list-style-type: none"> ✧ Potential loss of control of the event (e.g. is associated with, condones or promotes poor or inappropriate

<p>which will be of benefit to members and support the goals of anzea</p> <ul style="list-style-type: none"> • Market the goals and values of anzea to a wider audience • Potentially increase the membership of the organisation through association with a quality event or speaker 	<p>evaluation practice)</p> <ul style="list-style-type: none"> ✧ Perceived conflict of interest (e.g. vested interest in developing relationship for Board members) • Other (e.g. suitability of the proposed venue or location)
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Process for co-hosting events

- The process will be managed by relevant **anzea** office-holders with Board approval
- The speaker will be contacted to determine their interest in a ‘share’ arrangement
- The inviting agency will discuss desirable geographical or other constraints on the offer to share, to ensure that there will be no negative impact on them of ‘sharing’.
- A representative of the inviting agency will make informal contact with the other to see if there is interest in a ‘share’ arrangement.
- If there is interest, a formal proposal to share will be negotiated with them and then brought back to both organisations for approval.
- Short proposal to the **anzea** Board from the relevant Conference or Branch Committee/s:
 - ✧ Short description of the planned event
 - ✧ Proposed co-hosting arrangement, including: the co-host; cost share amounts; deliverables; how the share arrangement will work in terms of timing, travel, etc.; any other costs to **anzea** (e.g. registrations; advertising; venue pre-payment)
 - ✧ Clarify which budget will support the event (e.g. Conference; Branch; other (e.g. sponsor))
 - ✧ Potential audience size
 - ✧ Outline of benefits to **anzea** members of co-hosting the event
 - ✧ Identification of risks and associated mitigation strategy
 - ✧ Assessment against criteria (L/M/H) ranking
 - ✧ Indicative budget for **anzea** contribution, as well detail of the cost-share arrangement that is being proposed
 - ✧ Clear statement of roles/responsibilities for **anzea** and proposed co-host
 - ✧ Proposed promotion of the event, including branding
 - ✧ Evidence of support by the co-host
 - ✧ A recommendation
- Decision by a sub-Committee of the Board comprising:
 - ✧ Strategic Relations portfolio holder or associate
 - ✧ Professional Learning portfolio holder or associate
 - ✧ Board member from the relevant region.
- The formal letter of agreement to share should set out clearly:
 - ✧ How the share arrangement will work in terms of timing, travel, etc.
 - ✧ Who all the ‘share’ agencies are (e.g. where a third organisation may be involved)
 - ✧ What topics the speaker will address at each agency
 - ✧ Full details of the cost-share arrangement, including actual payment dates and amounts
 - ✧ Evidence of agreement by all agencies to the proposed arrangements.

Branding policy

All events subsidised by **anzea** must include some **anzea** branding. Normally this will include the **anzea** name and logo in all advertising for the event. If this is not feasible or appropriate for some reason, another arrangement should be proposed that makes it clear that **anzea** is endorsing and subsidising the event.

CRITERIA FOR ASSESSING PROPOSALS

Criteria for judging a co-hosting proposal should include:

Benefits

- Alignment with **anzea**'s vision, mission and values
- Evidence of clear benefit to **anzea** members (including networking with other professionals)
- Opportunity to create new strategic alliance with another organisation
- Opportunity to attract new **anzea** membership

Risks and risk management

- Cost recovery or profit planning
- Reliability of the event occurring as planned
- Any potential conflict of interest for planners
- Logistical viability (e.g. time frame; potential audience size)

Appendix 4: Strategic Relations Development Plan November 2009

Proposed priority relationships include the following:

Strategic relationships with Māori and Pasifika

The **anzea** Constitution acknowledges the bicultural context of Aotearoa, so that establishing and maintaining strong working relationships with Māori are a key part of operationalising **anzea**'s obligations under the Treaty of Waitangi. Taking the lead from the Māori Evaluation Development portfolio, **anzea** will seek to develop strategic relations as appropriate with hapū, iwi, other Māori organisations and other indigenous peoples.

In relation to Pacific peoples, **anzea**'s goals are to:

- Encourage collaboration between Pacific research communities and **anzea** to enhance and promote the utility of Pacific pedagogies
- Develop opportunities for active consultation and the building of evaluation capacity with Pasifika communities and evaluators to provide advice around standards and ethics that impact on them
- Develop new and strengthen existing strategic relationships and partnerships with entities who actively participate in realising the aspirations of Pacific peoples through the building of an evaluation culture.

Proposed priorities for relationship development are set out in the table below.