

Risk identification: Mapping

Check the following issues considering your cross-sectoral cooperation

- ✓ What is successful cross-sectoral cooperation?
- ✓ Cooperation between partners is collaborative
- ✓ Partners understand and agree on mutual goals, tasks and responsibilities
- ✓ Partners contribute to their assigned tasks and responsibilities
- ✓ There is no conflict of interest

When should we consider cross-sectoral cooperation?

- ✓ There is a demand and/or urgency for cooperation in the project
- ✓ Additional resources for cooperation are available
- ✓ Potential partners work towards the same goal or outcome separately
- ✓ Government or local policies for cooperation are in place

What factors should be considered among partners in cross-sectoral cooperation?

- ✓ Goals and objectives
- ✓ Ethical and/or moral compatibility
- ✓ Resources
- ✓ Motivation
- ✓ Initiative

What characteristics and abilities should potential partners possess?

- ✓ Products and services provided are not in conflict with project goals
- ✓ Motivation
- ✓ Positive public image
- ✓ Financial performance
- ✓ Reviews from other/previous partners
- ✓ Emotional appeal
- ✓ Able to fulfil and understand the goals and details of tasks to be achieved
- ✓ Able to bring additional knowledge, information, resources to the partnerships

NOTES:

Risk identification: Planning

Check the following issues considering your cross-sectoral cooperation

What can be considered realistic objectives of individual partners?

- ✓ Objectives are in line with the overall aims of the project
- ✓ Objectives correspond to other partners' interests and goals
- ✓ The project's objectives are attainable through collaboration

What are the signs of commitment among partners?

- ✓ Partners provide resources available to them for cooperation if and when needed
- ✓ Partners are involved in different processes within the cooperation
- ✓ Partners take initiative
- ✓ Partners are ready to make compromises

Do partners provide honest and trustworthy information about their capabilities to contribute to the collaboration?

- ✓ Partners' motivation
- ✓ Partners' competencies
- ✓ Partners' resources
- ✓ Partners' experience
- ✓ Partners' goals

Have partners considered potential external risks for cooperation?

- ✓ Force majeure
- ✓ Institutional reorganisations
- ✓ Political changes
- ✓ Changes in legislation

NOTES:

Risk identification: Implementation

Check the following issues considering your cross-sectoral cooperation

Is responsibility for project implementation distributed fairly?

- ✓ Responsibilities of the partners are in accordance with their expertise and resources
- ✓ No single partner has been assigned to all major tasks

Is cooperation proceeding as planned?

- ✓ Leader and all the partners are still actively involved
- ✓ Personnel continuity is ensured
- ✓ Partners respect their assigned responsibilities
- ✓ Partners respect each other's responsibilities
- ✓ There are no gaps between planned resources and capabilities and actual performance
- ✓ There is no deviation from the schedule
- ✓ There is no deviation from the planned budget and resources provided by partners

What are the signs that information and sensitive data during cooperation are at risk?

- ✓ There has been already an incident regarding breach of data and information
- ✓ There is no established secure data transfer and communication network
- ✓ Sensitive information and data are not protected by any technical or physical solutions
- ✓ Partners do not follow the agreed upon data protection and security measures

NOTES:

Risk identification: Assessment

(to be continued on next page)

Check the following issues considering your cross-sectoral cooperation

What are the risks of not performing the assessment of cooperation?

- ✓ Absence of feedback.
- ✓ Lack of information to build future cooperation
- ✓ Lack of evaluation on efficiency
- ✓ Minimal chances to improve future cooperation

What are the signs of unsuccessful assessment of cooperation?

- ✓ The aim for the assessment is not clear
- ✓ Assessment strategy and methodology, incl. indicators of cooperation, are not developed
- ✓ Motivation to assess cooperation among partners is not achieved

Which contextual factors may affect the assessment of cooperation?

- ✓ Partners' diversity
- ✓ Project-specific factors
- ✓ Previous experience
- ✓ Personnel changes
- ✓ Political climate
- ✓ Traditions and values
- ✓ Community size

NOTES:

Risk identification: Assessment

(continued from previous page)

Check the following issues considering your cross-sectoral cooperation

Is it determined which aspects of cooperation will be measured?

- ✓ Measurement of achievements and outcomes of each task
- ✓ Cost-efficiency
- ✓ Further possible usefulness of the cooperation
- ✓ Satisfaction rates
- ✓ Quality of cooperation
- ✓ Activity of each partner

Is it determined which assessment tools will be used?

- ✓ Observation
- ✓ Reporting/report analysis
- ✓ Evaluations of tasks and assignments
- ✓ Leader ratings/evaluation and vice-versa
- ✓ Discussions
- ✓ Document analysis
- ✓ Audit
- ✓ Focus groups

NOTES:

Leadership: Mapping

Check the following issues considering your cross-sectoral cooperation

What characteristics should a potential leader possess?

- ✓ Knowledge and expertise
- ✓ Reputation
- ✓ Charisma
- ✓ Empathy
- ✓ Communication skills
- ✓ Management skills
- ✓ Team-building skills
- ✓ Self-leadership

What are the key responsibilities for a potential leader?

- ✓ Distributing power and responsibility across the group
- ✓ Developing trust
- ✓ Harmonising motivations and values
- ✓ Sharing information and knowledge
- ✓ Facilitating collaborative problem-solving and decision-making
- ✓ Stimulating effective action

What leadership governance and management structures are established for the cooperation?

- ✓ Cross-sectoral policies
- ✓ Strategic plans
- ✓ Legal regulations
- ✓ Contracts for cooperation among partners
- ✓ Written ethical principles for cooperation

NOTES:

Leadership: Planning

Check the following issues considering your cross-sectoral cooperation

What are the major factors affecting the context and strategy of leadership?

- ✓ Values and culture
- ✓ Previous experience of cooperation among partners
- ✓ Motivation and capacity for change and partnership of each partner
- ✓ Existing relationships and power among the partners and stakeholders
- ✓ The nature of the subject for cooperation

What are the major focus areas for cross-sector cooperation leadership?

- ✓ Understanding the subject and achieving impact
- ✓ Building teams and distributing power and responsibility
- ✓ Taking a systematic approach and defining the results of a cross-sector effort
- ✓ Aligning motivations and values

How could the partners support the leader?

- ✓ Demonstrating loyalty
- ✓ Being reliable
- ✓ Being honest
- ✓ Taking initiative
- ✓ Sharing information
- ✓ Treating with respect
- ✓ Communicating

NOTES:

Leadership: Implementation

Check the following issues considering your cross-sectoral cooperation

How to ensure that goals and objectives of cooperation are achieved?

- ✓ Taking a systematic approach for problem solving
- ✓ Taking responsibility in crises.
- ✓ Leading the process, not the partners
- ✓ Managing and sharing assigned work
- ✓ Sharing information, different opinions, and knowledge
- ✓ Monitoring of indicators for a cross-sector effort
- ✓ Ensuring transparency and access to information
- ✓ Motivating partners to create the greatest possible impact

How to ensure successful teamwork?

- ✓ Developing and maintaining trust, participation and respect
- ✓ Managing group diversity, power dynamics and conflicts
- ✓ Facilitating collaborative problem-solving and decision-making

NOTES:

Leadership: Assessment

Check the following issues considering your cross-sectoral cooperation

What can be measured in order to assess leadership effectiveness?

- ✓ Leadership performance – achievement of goals and tasks
- ✓ Leadership behaviours – ensuring good teamwork

What are the leadership performance criteria that can be assessed?

- ✓ Job knowledge/competence
- ✓ Quality of work
- ✓ Teamwork
- ✓ Productivity
- ✓ Ownership and compliance

What are the key leadership behaviours that can be assessed?

- ✓ Management style
- ✓ Communication style and listening
- ✓ Decision making style
- ✓ Interpersonal skills
- ✓ Providing support
- ✓ Creativity and flexibility

What approaches can be used for leadership assessment?

- ✓ Observations
- ✓ Leader rating scales
- ✓ Discussions
- ✓ Document analysis
- ✓ Focus groups
- ✓ Interviews

NOTES:

Communication: Mapping

Check the following issues considering your cross-sectoral cooperation

What should be considered when considering communication among potential partners?

- ✓ Partners have their own internal communication system
- ✓ Plans and procedures for communication between partners already exist
- ✓ Multiple spokespersons can communicate on behalf of the partnership

What tools are available for communicating with partners?

- ✓ Face-to-face meetings
- ✓ Online/video meetings
- ✓ Phone calls
- ✓ E-mails
- ✓ Social media
- ✓ Public meetings
- ✓ Social events
- ✓ Official letters

NOTES:

Communication: Planning

Check the following issues considering your cross-sectoral cooperation

What expertise, resources and networks are available for communication for each partner?

- ✓ Expertise, resources, and networks from both internal and external communication are available
- ✓ Partners have relevant experience in communication
- ✓ Outsource expertise, resources, and networks are considered for communication

What should be considered when planning internal communication?

- ✓ Developing information sharing process among partners
- ✓ Agreeing on corporate and private data sharing
- ✓ All partners have the opportunity for direct communication with each other
- ✓ Ethical guidelines for communication among partners

What should be considered when planning external communication?

- ✓ Rules for external communication
- ✓ Agreement among partners on what to communicate, how, and to whom
- ✓ Messages, target audiences and the communication channels

What are the best practices in communication?

- ✓ Transparency
- ✓ Trust
- ✓ Openness
- ✓ Mutual understanding and respect
- ✓ Accountability

NOTES:

Communication: Implementation

Check the following issues considering your cross-sectoral cooperation

How is the communication among partners managed?

- ✓ Face-to-face communication
- ✓ E-mails
- ✓ Phone calls
- ✓ Letters
- ✓ Online/video meetings
- ✓ Social media and applications
- ✓ Newsletters
- ✓ Public meetings
- ✓ Social events

What elements should be considered for effective communication?

- ✓ The context of current situation
- ✓ The content of the message
- ✓ Timing
- ✓ Target audience, methods, and channels

What should the key communication issues be among partners?

- ✓ Management and implementation
- ✓ Achievements and failures
- ✓ Fulfilment of tasks
- ✓ Identified risks
- ✓ Conflict management
- ✓ Ethics
- ✓ Monitoring and evaluation

NOTES:

Communication: Assessment

Check the following issues considering your cross-sectoral cooperation

What aspects could be assessed in internal communication?

- ✓ Frequency of meeting and events
- ✓ Frequency of information exchange
- ✓ Transparency of communication
- ✓ Respecting communication ethics
- ✓ Partners' satisfaction with communication

What aspects could be assessed in external communication?

- ✓ Frequency of public events
- ✓ Frequency of information sharing
- ✓ Reached target audience
- ✓ Transparency and openness of communication
- ✓ Crisis communication

NOTES:

Coordination: Mapping

Check the following issues considering your cross-sectoral cooperation

What is successful coordination?

- ✓ Resources are shared among partners to achieve the common goal
- ✓ Roles and responsibilities are understood and respected
- ✓ Communication is regular and transparent
- ✓ Teamwork among all levels is ensured

What is the already established cooperation that can be used?

- ✓ Formal agreements
- ✓ Informal networks
- ✓ Previous partnerships

Who are the potential partners for cross-sectoral cooperation?

- ✓ Municipalities and their departments
- ✓ Different governmental and municipality institutions
- ✓ Civil society (e.g., NGOs, interest groups, unions, parties)
- ✓ Local community
- ✓ Small-medium enterprises

What are the partner's selection criteria?

- ✓ Legal importance: degree to which participation is needed as a legal requirement
- ✓ Political importance: degree to which partners can influence political decisions
- ✓ Strategic importance: degree to which the involvement of partners facilitates achieving objectives
- ✓ Relation with the topic: degree to which partners are affected by and responsible for the issue
- ✓ Representation: degree to which the involvement of partners guarantees equity and representation
- ✓ Trust: previous experience in cooperation

NOTES:

Coordination: Planning

Check the following issues considering your cross-sectoral cooperation

What resources are available for cooperation?

- ✓ Human resources
- ✓ Expertise
- ✓ Financial resources
- ✓ Time resources
- ✓ Tools and materials
- ✓ Equipment and technical resources
- ✓ Facilities and infrastructure

How to synchronise coordination among partners?

- ✓ Acknowledge different approaches to coordination
- ✓ Achieve common agreement on cooperation
- ✓ Involve all partners in coordination

How to assign the roles and responsibilities between partners?

- ✓ By the decision of the leading partner
- ✓ By negotiation among partners
- ✓ By volunteering

What are the principles for assigning roles and responsibilities to each partner?

- ✓ Legal requirements
- ✓ Expertise and resources of the partners
- ✓ Power relations among the partners
- ✓ Political interests
- ✓ Cooperation timeframe

NOTES:

Coordination: Implementation

Check the following issues considering your cross-sectoral cooperation

How to monitor cross-sectoral cooperation?

- ✓ Progress monitoring
- ✓ Meetings with all involved partners
- ✓ Supervision

What can be monitored in cross-sectoral cooperation?

- ✓ Activities in accordance with the schedule
- ✓ Partners' performance
- ✓ Use of resources
- ✓ Results and effects
- ✓ Long-term impact on local community
- ✓ Publicity

How to ensure transparency in coordination?

- ✓ Share planned activities and outcomes with partners
- ✓ Notify partners about problems
- ✓ Avoid blaming
- ✓ Ensure an environment for trustful cooperation
- ✓ Encourage sharing ideas
- ✓ Avoid double standards
- ✓ Ensure flexibility and open mindedness

NOTES:

Coordination: Assessment

Check the following issues considering your cross-sectoral cooperation

What are the main areas for the assessment of cross-sectoral cooperation?

- ✓ Contribution of each partner
- ✓ Performance of each partner
- ✓ Resources
- ✓ Teamwork
- ✓ Leadership
- ✓ Communication
- ✓ Ethics
- ✓ Transparency
- ✓ Community involvement

What approaches can be used for coordination assessment?

- ✓ Progress monitoring analysis
- ✓ Observations
- ✓ Discussions
- ✓ Document analysis
- ✓ Focus groups
- ✓ Interviews

NOTES:

Motivation: Mapping

Check the following issues considering your cross-sectoral cooperation

What factors could motivate partners for potential cross-sectoral cooperation?

- ✓ Common vision
- ✓ Fulfilment of interests
- ✓ Financial gain
- ✓ Innovation promotion
- ✓ Legislative and project requirements
- ✓ Political environment
- ✓ Advocacy and lobbying
- ✓ Sharing resources
- ✓ Sharing knowledge and gaining new skills
- ✓ Easy and acceptable communication
- ✓ Friendship and networking
- ✓ Sense of ownership and belonging
- ✓ Enjoyable outcome

NOTES:

Motivation: Planning

Check the following issues considering your cross-sectoral cooperation

What ensures motivation for cross-sectoral cooperation among partners?

- ✓ Boosting of reputation
- ✓ Building images and branding
- ✓ Combining of diverse competences and expertise
- ✓ Gaining or sharing of financial, human, technological or other resources
- ✓ Increasing public awareness and providing public goods

What common goals motivate partners for cross-sectoral cooperation?

- ✓ Corresponding with individual goals
- ✓ Providing additional benefits for each partner
- ✓ (e.g., financial, knowledge, innovation, professional networking, publicity)
- ✓ Providing emotional and intellectual satisfaction
- ✓ (e.g., enjoyment, friendship, socialisation, altruism)

How to reward the performance of partners in cooperation?

- ✓ Financial benefits
- ✓ Training and education
- ✓ Incentives (e.g., excursions, dinner, entertainment)
- ✓ Possibilities for promotion
- ✓ Social recognition among partners and community
- ✓ Achievement recognition

NOTES:

Motivation: Implementation

Check the following issues considering your cross-sectoral cooperation

What approaches may motivate partners in cross-sectoral cooperation?

- ✓ Regular communication
- ✓ Consistent and ongoing surveillance of tasks
- ✓ Progress measurement
- ✓ Monitoring of successes and challenges
- ✓ Support from management and partners
- ✓ Consistent feedback
- ✓ Awareness of each partner's added value for cooperation
- ✓ Conflict solving

How to keep partners motivated in cross-sectoral cooperation?

- ✓ Teambuilding and teamwork
- ✓ Individual consultations
- ✓ Communication review
- ✓ Responsibilities review
- ✓ Possibilities for promotion
- ✓ Social recognition among partners and community
- ✓ Achievement recognition
- ✓ Financial benefits
- ✓ Training and education
- ✓ Sanctions or incentives

NOTES:

Motivation: Assessment

Check the following issues considering your cross-sectoral cooperation

Which aspects of motivation in cooperation can be assessed?

- ✓ Common and individual goal achievement
- ✓ Fulfilment of roles and responsibilities
- ✓ Teamwork
- ✓ Leadership and management
- ✓ Contributing resources
- ✓ Communication

What can be assessed regarding motivation in cross-sectoral cooperation?

- ✓ Active participation
- ✓ Result orientation
- ✓ Individual commitment
- ✓ Commitment to teamwork
- ✓ Proactivity and initiative
- ✓ Sharing of resources
- ✓ Sharing of ideas
- ✓ Sharing of information

How to assess partner motivation in cross-sectoral cooperation?

- ✓ Personal face-to-face interviews
- ✓ Questionnaires and self-assessment
- ✓ Focus group discussions

NOTES: