Introduction
This document attempts to provide a shared vocabulary, a simple framework, and a variety of tools that can be used in the development of a variety of partnerships within the Iowa 4-H Youth Development Program. This tool box is intended to be used by County and Field staff in collaboration to identify local partners and to ensure that the Mission, Vision, Method, and Policies of Iowa 4-H are in alignment with partner goals and that collaboration between Iowa 4-H and its local partners can occur seamlessly and in furtherance of a shared goal of positive youth development.

Definitions
For the purposes of this document, we define a 4-H Partner as a community entity that has a youth development component to their mission, and who is willing to engage in shared youth development programming of a minimum of 6 hours in length. There are certainly many local businesses, schools, charities, service groups and government agencies, and are supportive of our programming in a variety of ways. Those entities that aren’t engaged directly in shared youth development programming, may be better described as donors, supporters, or collaborators.

Typically, a 4-H partner will share aspects of programming related to fiscal management, risk, management, program content, event management, or evaluation. We would define these aspects as Categories of Responsibility. Within 4-H, programs may range from one time programs for a small number of youth (5), to very large programs that span years for very large groups of youth and may require the management of annual budgets and grant funds from a variety of sources. In order to simply categorize this wide variety of programs, we will draw three main categories of distinction, Simple Partnerships, Ongoing Partnerships, and Formal Partnerships.

A Simple Partnership is appropriate for short term programs, (less than a year in length) where a partner will take on one or more of the five program aspects listed above. A simple statement of intent is sufficient to note this type of partnership. This statement of intent is carried out very informally, on the short form Agreement for Collaboration document included in this tool box. (Appx. I) This Agreement for Collaboration is not a legally binding document, it is merely a tool for the partners to clearly understand their roles. Generally partners of this type may share responsibilities within a Category of Responsibility.

An Ongoing Partnership would be used when we have programs designed to last multiple years and in which program participants may be the same from year to year. The Iowa 4-H Program defines these kinds of programs as learning communities and as such, there are additional protocols that must be included in programs of this type. The USDA provides authority to the State 4-H Program to charter ongoing groups as 4-H Clubs or affiliated Groups. Definitions and Requirements of Iowa 4-H Clubs and Learning Communities can be found in the document of that name in Appendix II. Again, a simple statement of intent is sufficient to note this type of partnership. Ongoing partnerships should use the full Agreement for Collaboration document included in this tool box (Appendix III,) and these agreements should be renewed annually for as long as the program partnership exists. Generally partnerships of this type will not share responsibilities within a compliance component, but these types of partnerships will typically exhibit greater collaboration and sharing across categories of
responsibility. For example, a local partner may be the sole fiscal agent of a program, but Iowa 4-H may ask their partner to certify that all funds spent by the program are in alignment with federal and state 4-H policies for funds raised in support of 4-H programming.

**Formal Partnerships** are simply any partnership where there is a clear need to have a legal delineation of the roles and responsibilities because those roles and responsibilities do not fit within a category of responsibility or are shared jointly. A template partnership agreement is included in this toolbox (Appendix IV.) These types of partnerships are entered into formally and are legally binding. Development of these types of partnerships are generally only done where the scope of the shared programming, either in terms of the number of participants or the length of the program, are sufficient to justify the need for a formal contract. All partnership agreements should be executed as a partnership with the State 4-H Program, the local extension district, and the local partner, and all parties will have opportunities to review and offer revisions as directed by their authorizing agencies and their legal counsel. Common instances of a partnership that would require this type of partnership would be any partnership where there is a shared fiscal responsibility, or where program liability and risk management are jointly shared.

**Categories of Responsibility**
For the purposes of this document we will draw distinctions between 5 primary categories of responsibility that would exist for any type of qualifying 4-H Youth Development Program. They are as follows;

- Program Liability & Risk Management
- Fiscal Management
- Event or Program Management
- Alignment with Positive Youth Development Principles
- Reporting and Evaluation

**Program Liability & Risk Management** covers all aspects of program liability and youth safety. Within the 4-H Program we are committed to making sure that parents are aware of the risks of our programs and are willing to share in that risk, and that in the event of an emergency we will attempt to provide routine first aid and secure needed emergency medical treatment. We ensure that emergency contact information is recorded and accessible during the program in case it becomes necessary to reach a parent or guardian of a 4-H program participant. We are committed to securing permission from parents before recording audio or visual representations of their children before using them in promotional materials or news releases.

Additionally, the Iowa 4-H program takes its commitment to the safety of its youth and volunteers very seriously. The 4-H program makes sure that all programs take place in a safe environment for youth, volunteers, and staff. Towards those ends, we require that all adults working directly with youth are appropriately screened for criminal history, sex offender status, child abuse registry, and driving history (if they will be transporting youth.) Participants in 4-H programming should be covered under a basic accident injury insurance policy, and the program should be covered by at least a $1,000,000 liability policy to protect staff and volunteers. The Iowa 4-H program has mechanisms to ensure all of these types of coverage in the case that a partnering organization does not.

**Fiscal Management** covers compliance with all fiscal policies of the responsible partner, and adherence to the state and federal policies governing the use of funds spent in furtherance of 4-H programming. 4-H fundraising using the 4-H name and emblem may be carried out with prior approval by the appropriate Cooperative Extension office (county, state, or federal,) but all monies received from those fundraising efforts, except those necessary for reasonable expenses, must be expended to further 4-H educational programs. Fundraising done in the name
of 4-H are accountable to the extension agency granting authority, including a plan to account for funds. Such a plan should be within the policy guidelines of the state for handling such funds. In no case should the 4-H name and emblem be used to imply endorsement of commercial firms, products, or services. Guidance on federal and state compliance with 4-H fiscal policies is included in appendices V and VI respectively.

**Event and Program Management** covers aspects of programming related to planning, registering, enrolling, marketing and implementing a given program. Within the 4-H program we recognize that any educational program requires these components to be in place to ensure the program’s success. Towards those ends we require that all programs have these elements in place. Budgets should be in compliance with all fiscal guidelines and planned events and venues should meet risk management standards. Marketing done for 4-H programs should include Iowa State University and Outreach and the 4-H name and emblem on all publications and materials. Registrations should include all information necessary to ensure proper risk management standards and evaluation requirements. Appropriate program or classroom management guidelines should be in place and expressed to participants in advance of the program.

**Alignment with Positive Youth Development Principles** covers fidelity to the Positive Youth Development Model of the 4-H Program. The 4-H Program has been a leader in research and delivery of Positive Youth Development programs for over 100 years. Positive youth development methodology aims to meet the 4 needs of youth, while utilizing 8 essential elements of all effective youth programs. The Iowa 4-H program focuses programs into four program priority areas of Citizenship & Leadership, Communication & the Arts, Healthy Living, and STEM. A summary of our method and purpose can be found in Appendix VII. To be aligned with this method and purpose, 4-H programming should be experiential in nature, allowing youth to choose their own individual and group goals, and then have an opportunity to reflect what they have learned with their peers and other audiences. Alignment also means that programming will be research based and related to one of our program priority areas. 4-H programs are open and inclusive to all youth K-12 without regard to their race, color, national origin, gender, religion, disability, political beliefs, sexual orientation, and marital or family status. Lastly 4-H programs are partnerships between youth and adults where youth are viewed as resources to the program and their community and not simply recipients.

**Reporting and Evaluation** covers all aspects of program reporting requirements for partners, grantors, and public accountability. This may be quantitative in terms of reported outputs, numbers and types of participants, or it may be qualitative in terms of program outcomes determined by evaluative processes. Iowa 4-H collects both types of data from its programs. Additionally, Iowa 4-H endeavors to research and evaluate the effects its programs have on its participants in other ways. In the case of formal or ongoing partnerships we share data with the Iowa Department of Education to compare our program participants against their peers. Participation in that research is voluntary for program participants, but we would request that participants in Ongoing or Formal Partnerships be offered the opportunity to sign a release for participation in our research efforts.