



Partnerships and Collaborations

- **Partnership:** Any cooperative arrangement involving two or more agencies, organizations or programs.
- **Strategic Partnership:** Any cooperative arrangement involving two or more agencies, organizations or programs in which the parties coordinate resources, synchronize activities, divide labor, and position themselves to capture a larger “market share” or serve clients more fully.

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- **Collaboration:** Any cooperative arrangement involving two or more agencies, organizations or programs in which the parties focus resources and coordinate activities to address larger issues.

Partnerships and Collaborations

CHARACTERISTICS		
Partnership	Strategic Partnership	Collaboration
✓ Simple structure	✓ Complex structure, but often a single agency will be at the core	✓ Have highly complex structure with many epicenters
✓ Simple operational problems	✓ Client oriented and concerned with desired outcomes	✓ Issue oriented and concerned with broader social change in addition to outcomes
✓ May or may not address clients	✓ Shared client base	✓ May address multiple but related client populations
✓ Negotiated on almost any level	✓ Negotiated on the executive management level	✓ Requires the attention of the ED/CEO
✓ Temporary or sustained	✓ Sustained	✓ Sustained
✓ Loosely evaluated episodically	✓ Formally evaluated systematically focusing on client data	✓ Formally evaluated systematically using longitudinal indicators

Partnerships and Collaborations

CHALLENGES

- | | |
|-----------------------------|--------------------------|
| ✓ Serendipity | ✓ Staff |
| ✓ Commitment | ✓ Territoriality |
| ✓ Resources | ✓ History |
| ✓ Synchronicity | ✓ Ossification |
| ✓ Organizational capacities | ✓ Organizational culture |
| ✓ Agendas | ✓ Poor information |

Partnerships and Collaborations

Prerequisites for Building Strategic Partnerships and Collaborations

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| ✓ Agencies should have attained some organizational maturity and capacity | ✓ Agencies should share or be able to define a common vision |
| ✓ Agencies should be mission driven | ✓ Agencies should see tangible benefits to cooperation |
| ✓ Agencies should have substantive motives for building strategic partnerships or collaborations | ✓ Agencies should have sufficient resources to commit to strategic partnerships or collaborations |

Partnerships and Collaborations

Keys to Successful Collaborations

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| ✓ Obtain a neutral, disinvested facilitator | ✓ Take time to “get to know” one another |
| ✓ Articulate the rules of engagement | ✓ Define or narrow the scope of the collaboration |
| ✓ Build trust | ✓ Define the collaboration’s goals |
| ✓ Practice transparency | ✓ Find the lynchpin |
| | ✓ Pilot the collaboration first |
| | ✓ Build evaluation mechanisms into the collaboration |

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Thank you!