Working Across Organizations

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What are we going to do?

• Giving some parameters to collaboration—are we talking about the same thing?
• Articulate the parts of collaborations
• Talk about your collaboration together
• Discuss aspects of effective collaborations
• Understand outcome types for collaborations
• Wrap up
Defining Collaboration
Relationships for What Purpose?

- Respond to complexity
- Cope with turbulence/complexity
- Acquire resources (while maintaining autonomy)
- Decrease transaction costs
- Gain legitimacy/power

Positive Externalities (Value)

Negative Externalities (Congestion)

Network Action Typology
- Information network
- Knowledge network
- Community of practice
- Task network
- Purposeful network
- Societal change network
- Generative change network

## Logic Model: Advocacy Initiatives

<table>
<thead>
<tr>
<th>Acting Organization:</th>
<th>Project Inputs/Resources:</th>
<th>Strategies:</th>
<th>Outcomes:</th>
<th>Impact:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy Staff:</td>
<td></td>
<td>Issue analysis/research</td>
<td>Better defined and framed problems</td>
<td>Improvement in the Quality of Living for the Community</td>
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<tr>
<td>• Time, experience and expertise (administrative, legislative, election-related and legal)</td>
<td></td>
<td>Media advocacy/Public awareness raising</td>
<td>Issues more clearly set on the public agenda and gain prominence (momentum, interest, awareness, etc.)</td>
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<tr>
<td>• Core skills (analytical, communication, research, etc.)</td>
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<td>Grass roots organizing</td>
<td>Policy makers adopt new policies based on the agenda / do not adopt harmful policies</td>
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<tr>
<td>Funding:</td>
<td></td>
<td>Coalition building/networking</td>
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<tr>
<td>• Monetary resources</td>
<td></td>
<td>Policy analysis/research</td>
<td>Policy decisions effectively implemented</td>
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<td>• Non-monetary/ non-staff resources (e.g. volunteers, in-kind donations)</td>
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<td>Legal action</td>
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<td>Organizational</td>
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<td>Legal action</td>
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<tr>
<td>Reputation:</td>
<td></td>
<td>Legal action</td>
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<tr>
<td>• Advocacy related</td>
<td></td>
<td>Legal action</td>
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<td>• General perception as a quality organization</td>
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<td>Legal action</td>
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<td>• Representative for base constituency</td>
<td></td>
<td>Legal action</td>
<td></td>
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<tr>
<td>Network:</td>
<td></td>
<td>Legal action</td>
<td></td>
<td></td>
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<tr>
<td>• Policy makers</td>
<td></td>
<td>Legal action</td>
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<tr>
<td>• Partner organizations</td>
<td></td>
<td>Legal action</td>
<td></td>
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<tr>
<td>• Media</td>
<td></td>
<td>Legal action</td>
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<tr>
<td>• Mobilized base</td>
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<td>Legal action</td>
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<td>Advocacy related</td>
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<td>Lobbying and direct policy-maker influence</td>
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<td>Legal action</td>
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<td>Assure good policy implementation (Administrative/Regulatory oversight, TA, monitoring, etc.)</td>
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<td>Legal action</td>
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</table>

### Change in Social Structure Reflecting Positive Social Justice Shift

- Nonprofit or Advocacy Organization (uses coalition as a strategy)
- Acting Organization:
- Coalition/Network (as an Actor as compared to a strategy)

(C) TCC Group 2010
Component Parts of Collaboration
What Are We Measuring?

Collaboration

Organization

Individual
Creating Relationships

**Relationship Sets**
- Individual to Individual
- Individual to Organization
- Organization to Org
- Organization to Coalition
- Individual to Coalition
- Coalition to External
Unpacking Capacity of Relationship Sets

- Individual to Individual: Interpersonal skills; social network analysis
- Individual to Organization: Power dynamics; identity politics
- Organization to Organization: Network analysis; Collaborations; systems theory
- Organization to Coalition: Equity analysis; power sharing; identity politics
- Individual to Coalition: Power dynamics; identity politics
- Coalition to External: Program evaluation
A Simplified Approach for Evaluation

Member Capacity + Network/Coalition Capacity + Outcomes

Image credit: http://www.cugelman.com/research/united-nations-web-network.htm
Iterative Levels of Change

- Individual
  - Knowledge
  - Skills
  - Connection
  - Identity

- Network
  - Ideas
  - Efficiencies
  - Capacity
  - Cohesion

- External
  - Influence
  - External Change
What has been your BEST experience at IPDET so far?

- Something you learned
- Someone you met
- Something else
Member Capacity
Membership Questions for Coalitions and Partnerships

- What do you want to get out of the coalition/partnership?
- How do you justify your involvement?
- How much time can you devote?
- What can you offer?
Are you a strategic collaborator?

Key Capacities to Look For

- Understanding of how your issue fits into a broader network of issues
- Ability to articulate what you bring to the table (e.g., time, resources, access, relationships, reputation, expertise, etc.)
- Ability to articulate what you want from the table
- Ability to weigh the value of membership against scarce resource expenditure
- Skills/knowledge to work collaboratively

Activity

• What do you bring to the IPDET table?

• What do you need from the IDPET table?
Coalition/Partner Capacity: A Framework
The Critical Organizational Capacities for Advocacy Initiatives: The Logic Model “Inputs”

**Leadership:**

**Adaptability:**

**Management:**

**Technical:**

**Access window of opportunity/threat:**
- Offense
- Defense

Org. Culture

**Issue analysis/research**
- Media advocacy/Public awareness raising
- Grass roots organizing
- Coalition building/networking
- Policy analysis/research
- Legal action
- Lobbying and direct policy-maker influence
- Administrative/Regulatory implementation influence

Improvement in the Quality of Living for the Community

(C) TCC Group 2008
A Few Key IOR Capacities

Value Proposition (Why is this IOR the right approach?)

Goal Destination (What is the IOR trying to achieve?)

- Rules, procedures and decision-making
- Action/Exchange-oriented
- Leadership
Management Collaborations

- Communication—Frequent and Productive
- Membership Participation
  - Deliver on Reciprocity
  - Task/Goal Focused
  - Clarity of Member/Staff Roles and Accountability
  - Conflict Management

Entropy (disorder) vs. Bureaucracy (rigidity)
Assessing Coalition Impact
Levels of Outcome

- Individual
- Organization
- Coalition/Network
- Community

Development of IOR

Benefits to Individuals

Community Impact/Outcomes

Benefits to Organizations
Capturing ‘Externalities’

- Sustained relationships (Relationships hurt)
- Reduced sense of isolation (Personality conflicts)
- Better implementation/coordination of actual programs addressing the issue (More entrenched programming)
- Cross-fertilization and Innovative ideas (Group think)
- Other specific project goals met
Final Thoughts
Generic Network Theory of Change

**Project Inputs/Resources**
- "Member" organizations: diversity, expertise, time, reputation, and experience
- Staff expertise, time, and experience
- Network reputation/visibility: general perception as a credible group, balanced representation of stakeholders
- Resources: monetary resources, non-monetary/non-staff resources (e.g., volunteers, in-kind donations)

**Individual and Organizational Change**
- Facilitated interaction:
  - Virtual
  - Training
  - In-person
  - Project-based
  - Resource bank
- Short-Term Outcomes:
  - Awareness/Information
  - Knowledge
  - Skills
  - Access to resources
  - Program efficacy
- Long Term Outcomes:
  - Identity/Sense of belonging
  - Legitimacy/Power
  - Decreased transaction costs

**Network Change (Value Proposition)**
- Network Optimization:
  - Grow members
  - Grow skills
  - Build functionality
  - Acquire resources
- Short-Term Outcomes:
  - Vibrancy/Density
  - Credibility
  - Visibility
  - Usable relationships
  - New Actors in the space
- Long Term Outcomes:
  - Adaptability
  - Identify levers of change
  - Functionality

**External Change**
- Insert Specific Outcomes TOC here
  - Influence
  - Regulation
  - Public will
  - Increased data
  - Resources
  - Program implementation/coordination
Leveraging the Evaluator

• Navigate power differentials
• Use to:
  • Build (inform development)
  • Sustain (strengthen existing performance; identify inefficiencies)
  • Reflect (accountability for resources and prep for future)
• Understand how to position yourself in a partnership
• Help articulate goal destination and value proposition
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