



# *Working Across Organizations*

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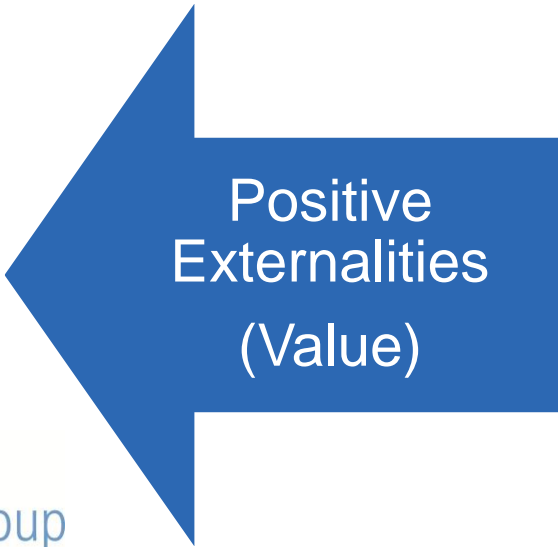
# *What are we going to do?*

- 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

Waddell, S. (2005). *Societal learning and change. How governments, business and civil society are creating solutions to complex multi-stakeholder problems.*

# Logic Model: Advocacy Initiatives

## Acting Organization:

## Project Inputs/ Resources:

## Strategies:

## Outcomes:

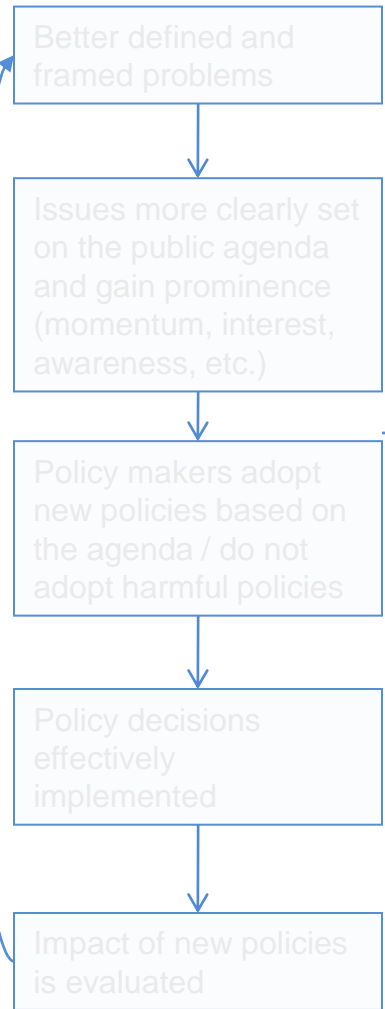
## Impact:

Nonprofit or Advocacy Organization (uses coalition as a strategy)

Coalition/Network (as an Actor as compared to a strategy)

- Advocacy Staff:
  - Time, experience and expertise (administrative, legislative, election-related and legal)
  - Core skills (analytical, communication, research, etc.)
- Funding:
  - Monetary resources
  - Non-monetary/ non-staff resources (e.g. volunteers, in-kind donations)
- Organizational Reputation:
  - Advocacy related
  - General perception as a quality organization
  - Representative for base constituency
- Network:
  - Policy makers
  - Partner organizations
  - Media
  - Mobilized base

- 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
- Assure good policy implementation (Administrative/ Regulatory oversight, TA, monitoring, etc.)



Change in Social Structure Reflecting Positive Social Justice Shift

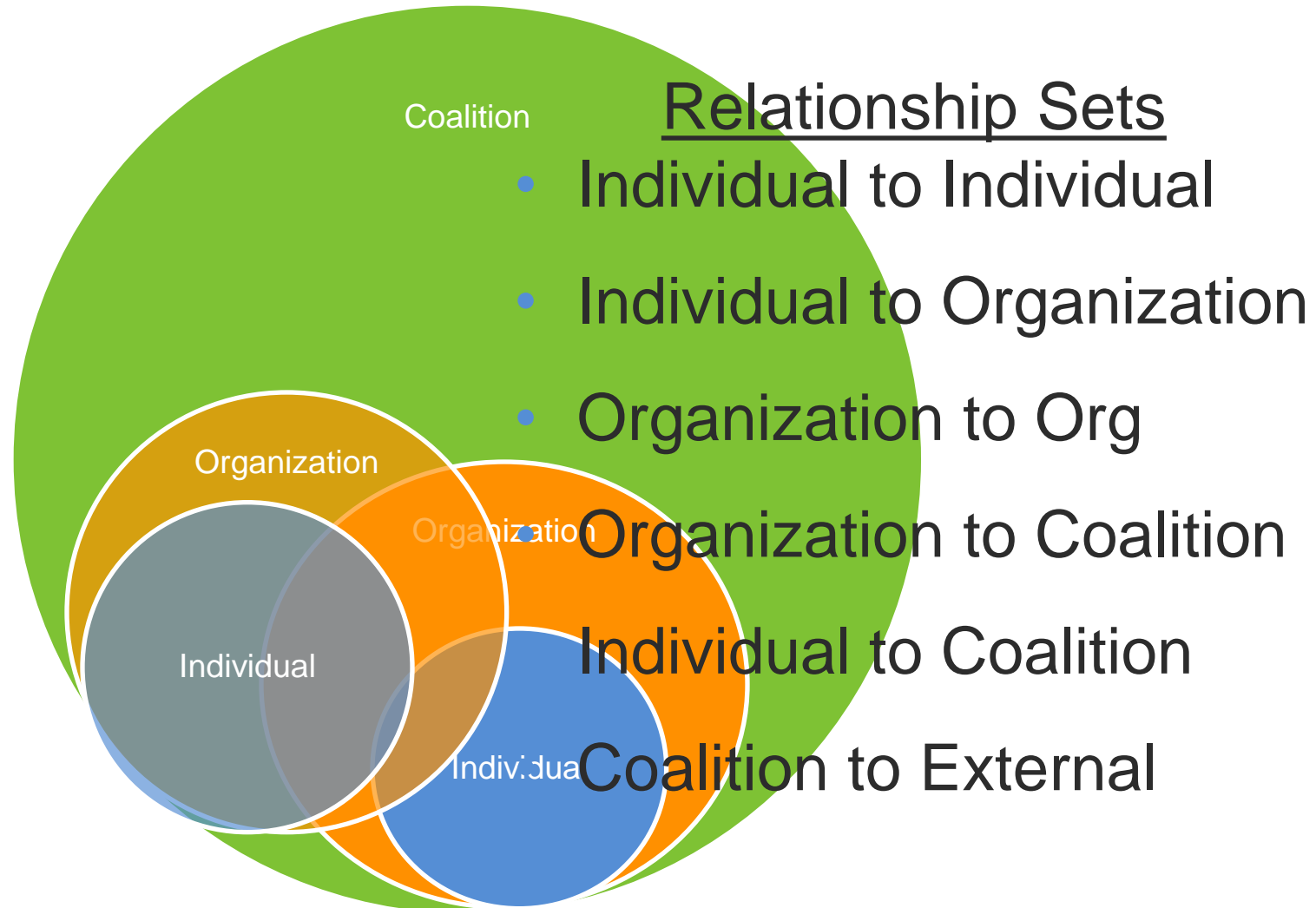
Improvement in the Quality of Living for the Community

# *Component Parts of Collaboration*

# *What Are We Measuring?*



# Creating Relationships





# *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**

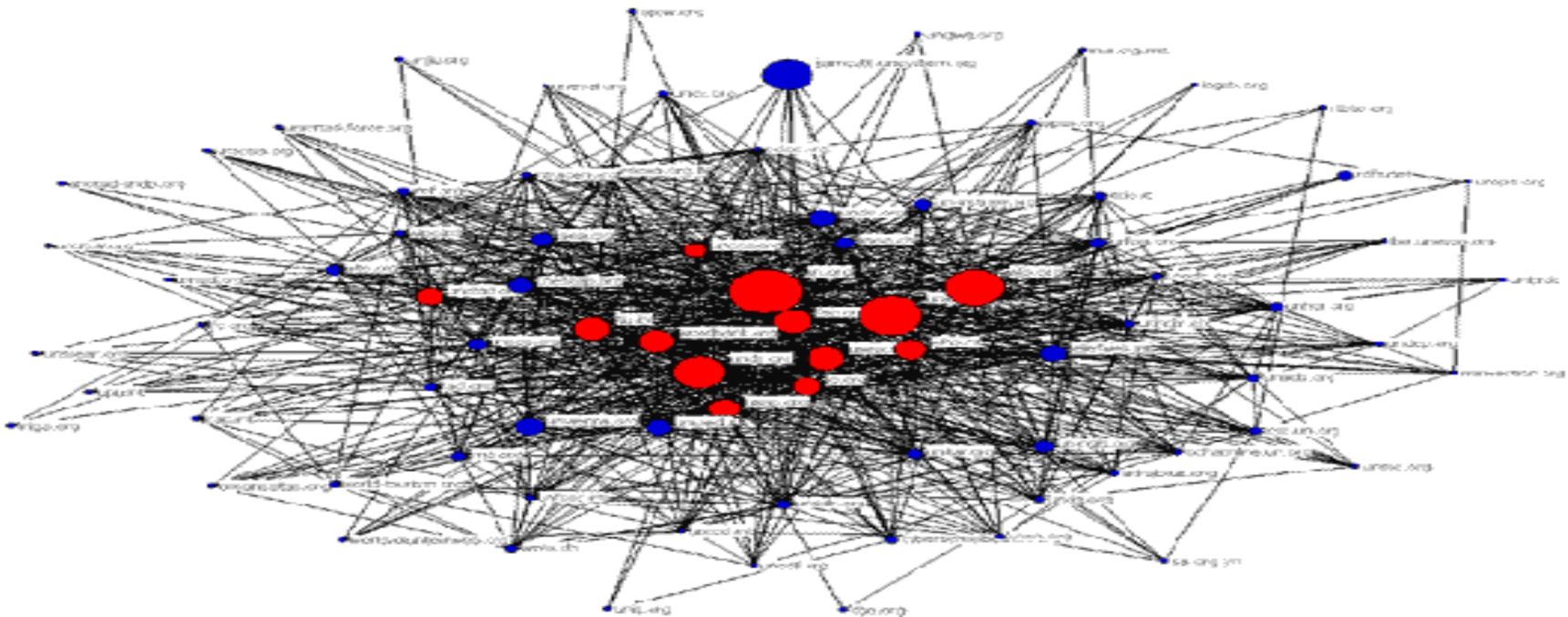
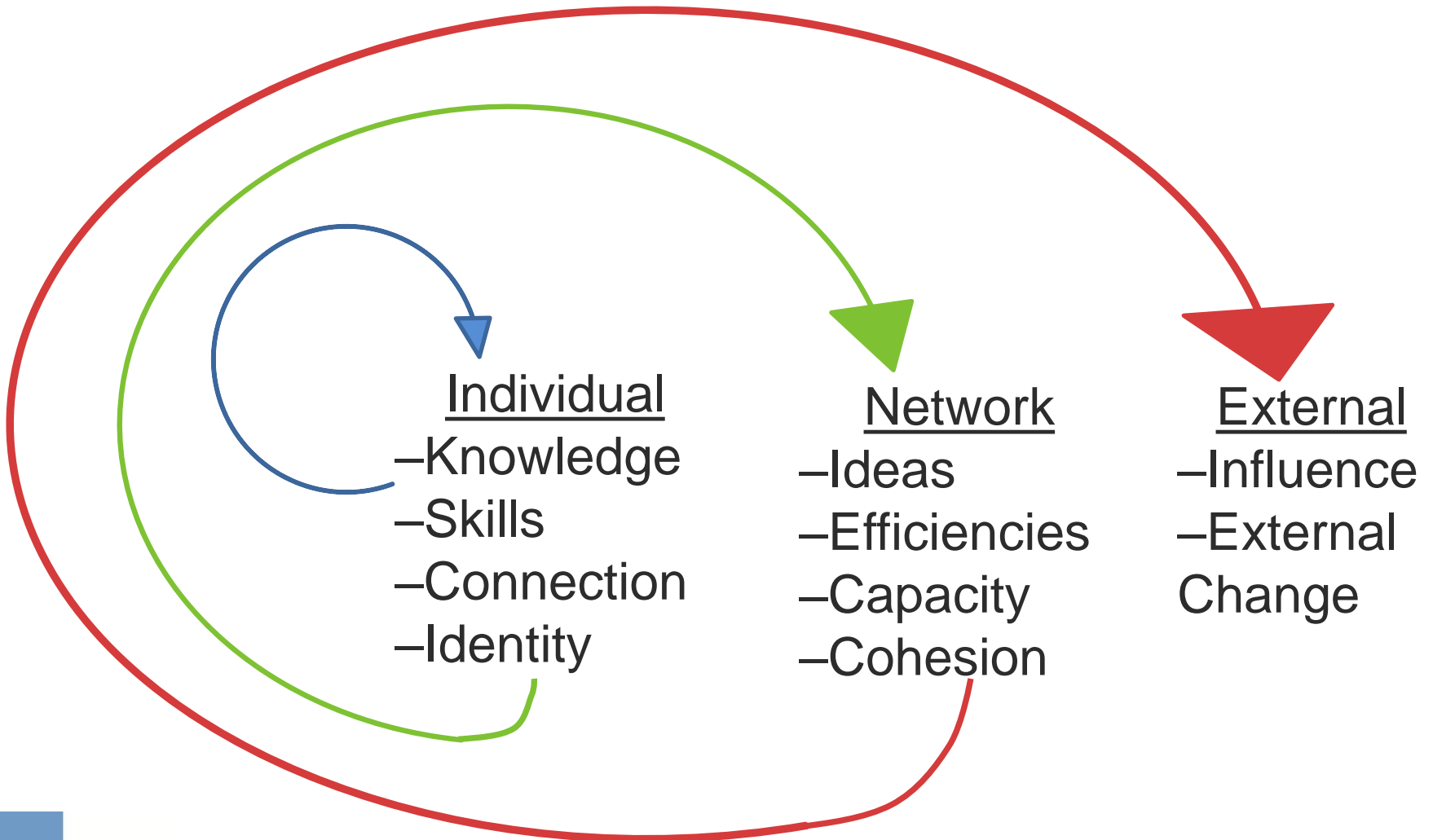


Image credit: <http://www.cugelman.com/research/united-nations-web-network.htm>

# *Iterative Levels of Change*



# *Your IPDET Experience...*

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*



Photo credit: <http://www.fanpop.com/spots/liverpool-fc/images/13778282/title/spain-world-cup-winners-2010-reina-torres-photo>

- 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?

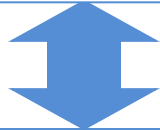


# ***Coalition/Partner Capacity: A Framework***

# The Critical Organizational Capacities for Advocacy Initiatives: The Logic Model “Inputs”

# Initiative Logic Model

## 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

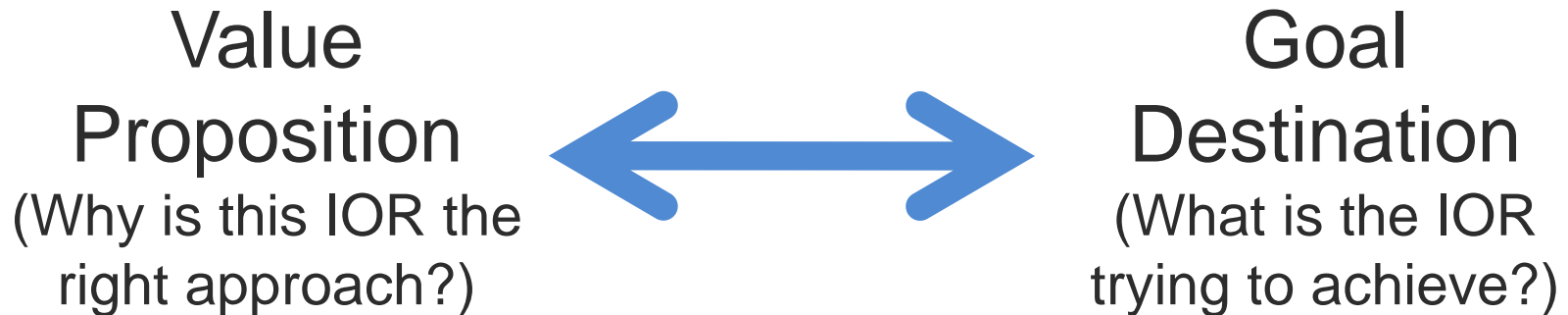
Legal action

Lobbying and  
direct policy-  
maker influence

Administrative/  
Regulatory  
implementation  
influence

Improvement in the Quality of Living for the Community

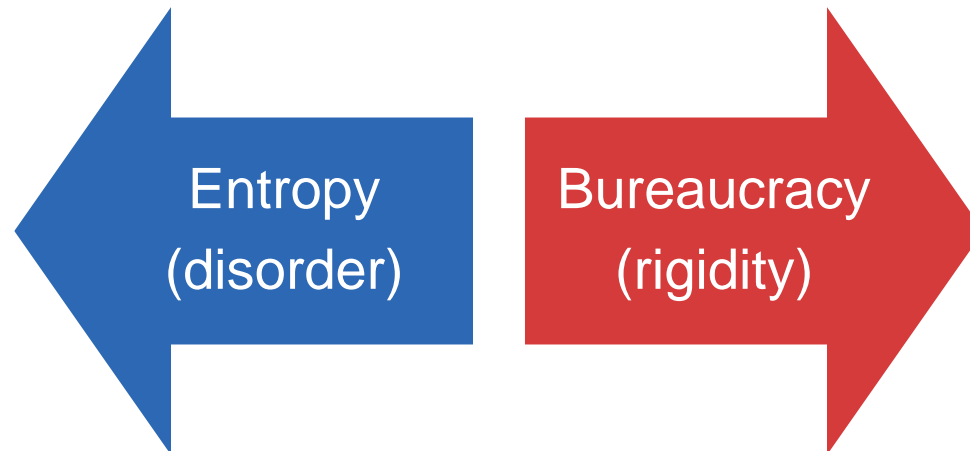
# *A Few Key IOR Capacities*



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

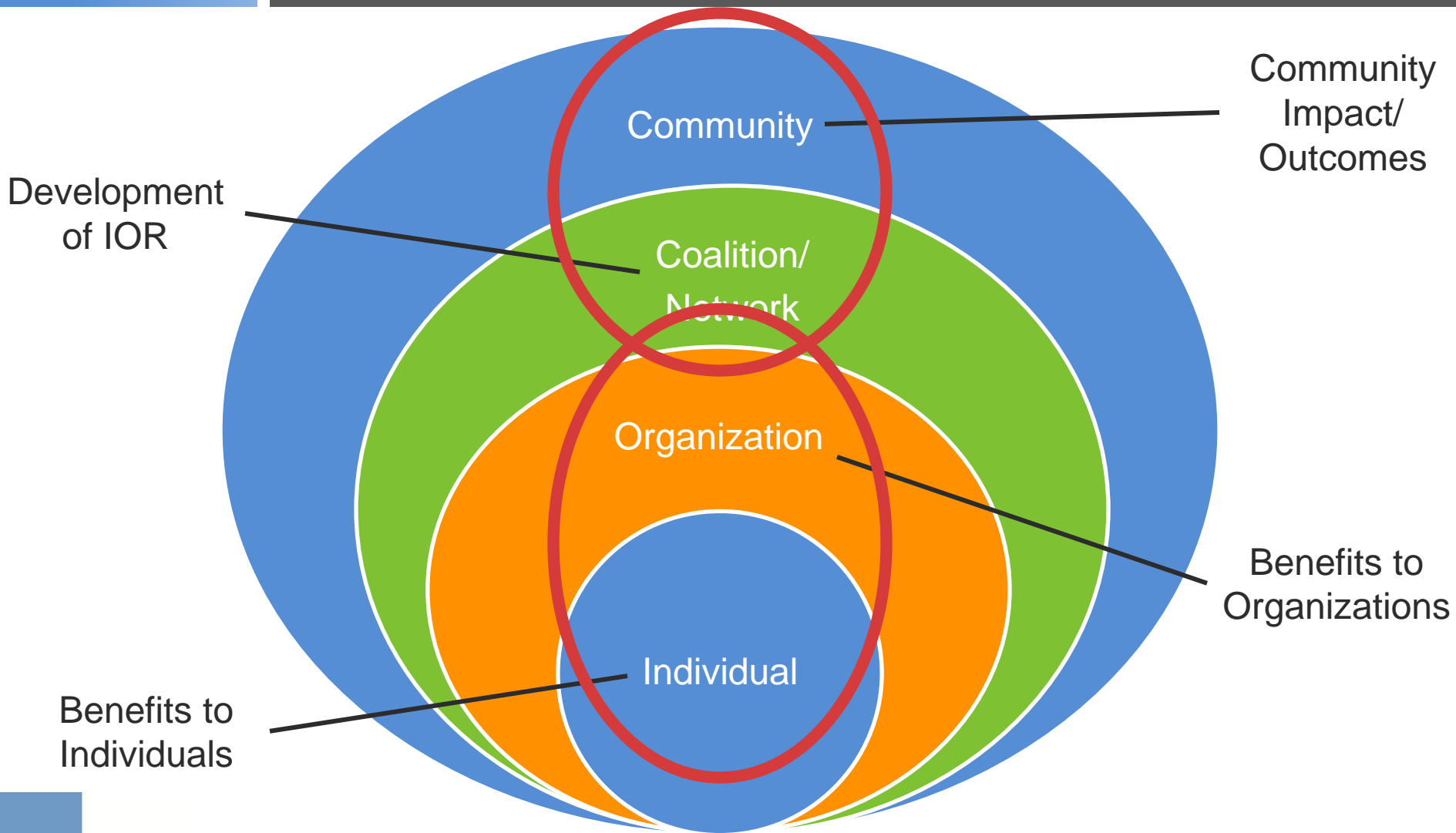
# *Management Collaborations*

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



# *Assessing Coalition Impact*

# Levels of Outcome



# *Capturing 'Externalities'*

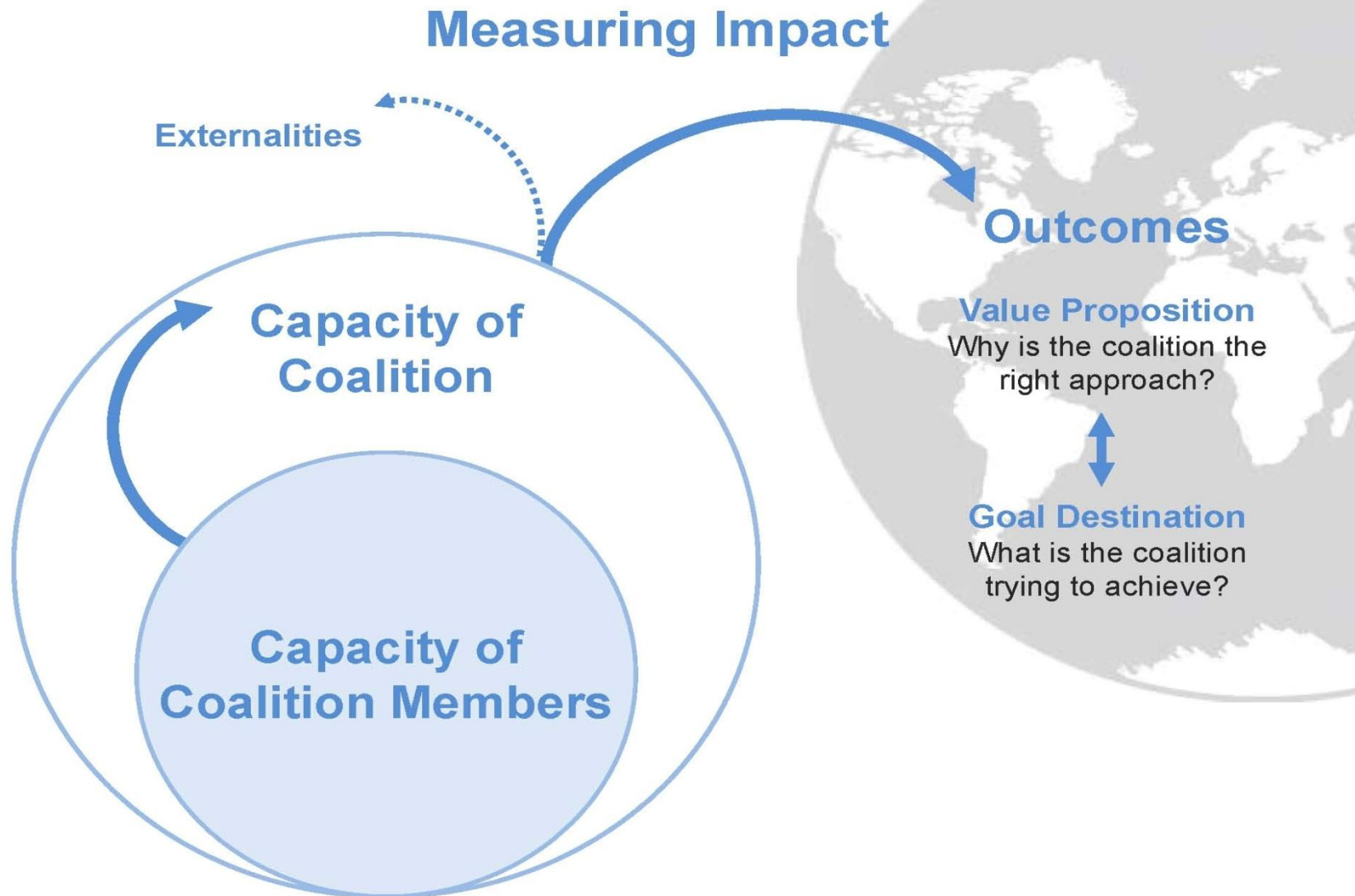


- Sustained relationships (Relationships hurt)
- Reduced sense of isolation (Personality conflicts)
- Better implementation/coordination of actual programs addressing the issue (More entrenched programming)
- Cross-fertilization and Innovative ideas (Group think)
- Other specific project goals met

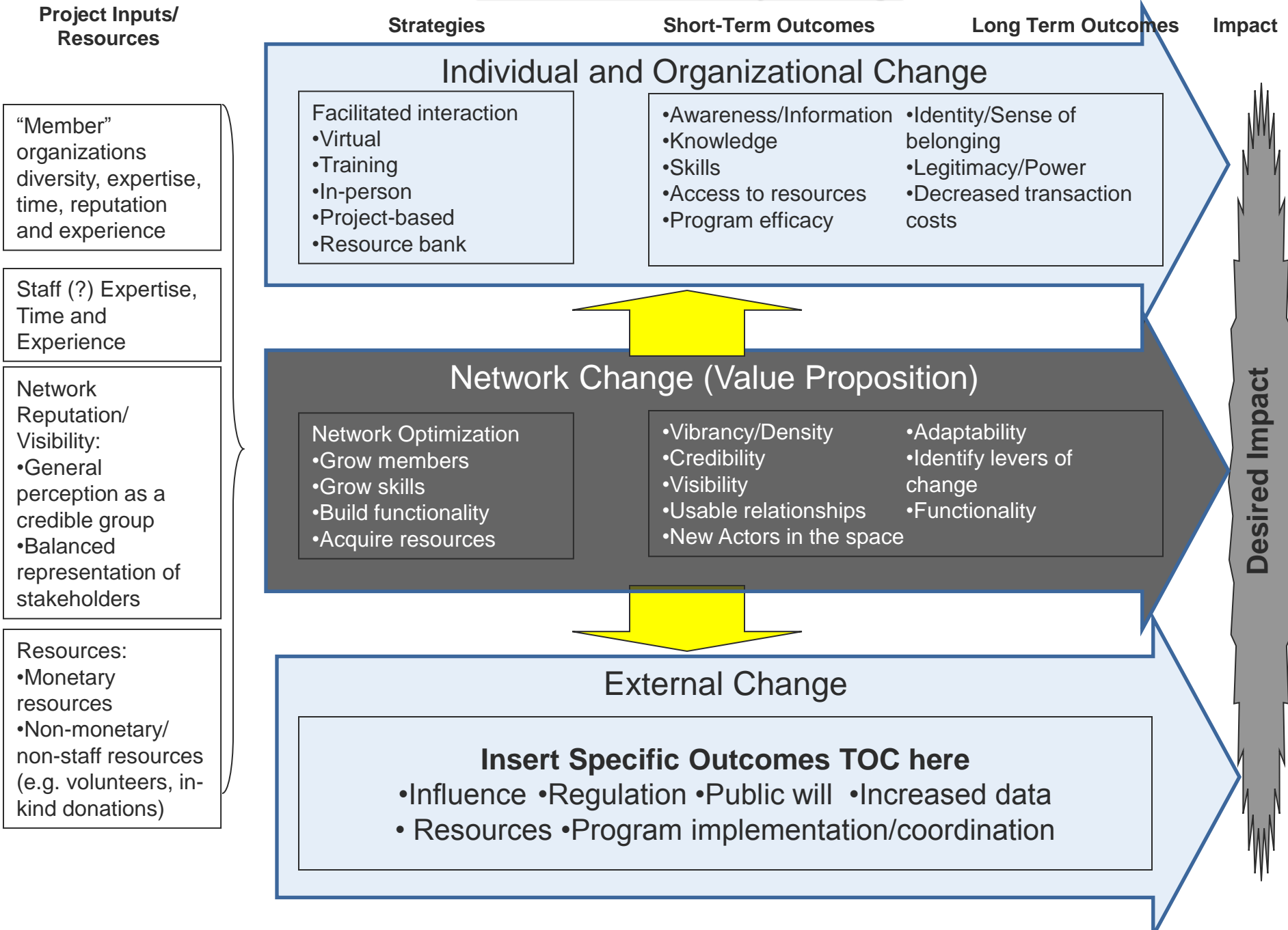
# *Final Thoughts*



# Summary of Evaluation Model



# Generic Network Theory of Change



# *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



# Contact Information

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