

# Building Effective Collaborative Partnerships

Expanding Our Experience and Expertise: Implementing Effective  
Teenage Pregnancy Prevention Programs

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# Disclaimer

- Educational or instructional materials referenced during presentations at the *Expanding our Experience and Expertise: Implementing Effective Teenage Pregnancy Prevention Programs* are for informational purposes only. Presenters' references to these materials do not constitute endorsement by the Office of Adolescent Health or U.S. Department of Health and Human Services. Any statements expressed are those of the presenters and do not necessarily reflect the views of the Department.

# Objectives

- Identify four stages of collaboration building;
- Determine the readiness of an organization or agency to partner with others; and
- Identify at least four factors that determine the eventual success of a collaborative partnership.

# What Do You Want the Partnership To Be About?

- There are three basic options:
  - Cooperation – informal relationships without any commonly defined mission, structure, or planning effort (also known as a “coalition” or “network”)
  - Coordination – more formal relationships, an understanding of compatible missions, some planning and division of roles is required (aka “task force”)
  - Collaboration – a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals

# How Do They Compare?

Cooperation	Coordination	Collaboration
Lower Intensity	—————→	
Shorter-term, informal relationships	Longer-term effort around a project or task	More durable and pervasive relationships
Shared information only	Some planning and division of roles	New structure with commitment to common goals
Separate goals, resources, and structures	Some shared resources, rewards, and risks	All partners contribute resources and share rewards and leadership

From, *Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey* by Michael Winer and Karen Ray. Retrieved from:

[http://www.fieldstonealliance.org/client/articles/Article-4\\_Key\\_Collab\\_Success.cfm](http://www.fieldstonealliance.org/client/articles/Article-4_Key_Collab_Success.cfm)

# Collaboration: A Closer Look



- Collaboration: a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve a common goal.

(Mattessich, Murray-Close, Monsey, 2001)

# Community Collaborations Work When...

They have:

- A Supportive Community Environment
- Member Characteristics are Favorable to Collaboration
- Clear Organizing Process and Structure
- Effective Communication
- Focused and Empowering Purpose
- Adequate Resources

(Mattessich, Murray-Close, Monsey, 2001)

# Environment

## Success Factors:

- A. History of collaboration or cooperation in the community
- B. Collaborative group seen as a legitimate issue leader in the community
- C. Favorable political and social climate

(Mattessich, Murray-Close, Monsey, 2001)

# Member/Partner Characteristics

## Success Factors:

- A. Mutual respect, understanding and trust
- B. Appropriate cross section of members
- C. Members see collaboration as in their self-interest
- D. Ability to compromise

(Mattessich, Murray-Close, Monsey, 2001)

# Process and Structure

## Success Factors:

- A. Members share a stake in both the process and outcome
- B. Multiple layers of participation
- C. Flexibility
- D. Development of clear roles and policy guidelines
- E. Adaptability
- F. Appropriate pace of development

(Mattessich, Murray-Close, Monsey, 2001)

# Communication

## Success Factors:

- A. Open and frequent communication
- B. Established informal relationships and communication links

(Mattessich, Murray-Close, Monsey, 2001)

# Purpose

## Success Factors:

- A. Concrete, attainable goals and objectives
- B. Shared vision
- C. Unique purpose

(Mattessich, Murray-Close, Monsey, 2001)

# Resources

## Success Factors:

- A. Sufficient funds, staff, materials and time
- B. Skilled leadership

(Mattessich, Murray-Close, Monsey, 2001)

# Building a Collaborative Partnership

- Four Stages
  - Exploration
  - Formation
  - Operation
  - Evaluation

# Exploration Stage: Why?

- The Exploration Stage is about involving the right people
- Who are the right people?
  - They share the same goals
  - They have the required capabilities and resources
  - They have credibility in the community
  - You can trust them...and they can trust you
- How do you conduct the exploration?

# Exploration Stage

- Interview leaders of potential collaboration members and focus on two **key questions**:
  1. Do you think there is anything that might be accomplished more effectively to reduce teen pregnancy in our community if the various interested groups worked together rather than each one doing its own thing?
  2. If there are other groups interested in exploring possible areas of greater collaboration to reduce teen pregnancy would you have any interest in being part of those discussions?

(Butler, 2008)

# Exploration: Success Indicators

- ✓ Identified most of the individuals or organizations relevant to TPP
- ✓ Identified the collaborative partnership facilitator or facilitation team and helped them get the training they need
- ✓ Identified the individuals and organizations that seem to be the leaders in the field of TPP because of their size, reputation for quality work, available resources, and innovation
- ✓ Personally interviewed at least the majority of these people

# Exploration: Success Indicators

- ✓ Developed an initial personal relationship with these leaders – built trust in your pure motives and neutrality
- ✓ Compiled the main points of your findings and identified key common concerns
- ✓ Learned more about how existing leaders feel about the priority issues
- ✓ Developed a fairly clear sense of which leaders feel collaboration has value and are willing to discuss further
- ✓ Reviewed and discussed the findings with a core group of colleagues who share the passion & vision

(Adapted from Butler, 2008)

# Formation Stage: Now, Its Time To Meet!

- The meeting is carefully designed to answer a most basic question: Will we collaborate or not?
- Many details to planning and facilitating this meeting
- The collaboration meeting(s) is what the facilitator or facilitation team is trained to do

# Critical Issues

- The major decision to collaborate often comes down to three issues for partners:
  - Decisions: Will my independence be curtailed? How will decisions be made and who will make them?
  - Money: What kind of financial commitment is required? Will I/we be able to retain control over that commitment?
  - Identity: Will I/we be able to retain my/our identity and how will this affect the relationship with my/our constituents?

# Form Follows Function: Keep it Simple

Degree of Intensity	Administration	Development/ Advocacy	Service Delivery
<p><b>High</b></p>  <p><b>Low</b></p>	<ul style="list-style-type: none"> <li>• Centralized purchasing, benefits programs</li> <li>• Shared staff (proposal writer, bookkeeper)</li> <li>• Co-location</li> <li>• Asset management</li> <li>• Board/staff development</li> </ul>	<ul style="list-style-type: none"> <li>• New funding streams</li> <li>• Packaged funding requests</li> <li>• Advocacy on policy issues</li> <li>• Media &amp; marketing campaigns</li> <li>• Community forum</li> </ul>	<ul style="list-style-type: none"> <li>• Region-wide service delivery system</li> <li>• Niche specialties shared through contracts</li> <li>• New program development</li> <li>• Coordinated intake and referral</li> <li>• Staff exchanges</li> </ul>
	<b>Difficulty, Time &amp; Impact</b>		
	<b>Low</b>		<b>High</b>



# Get it in Writing

- Use Memorandums of Understanding (MOUs) and Memorandums of Agreement (MOAs) to clearly define partner roles, expectations, authority, accountability, and contributions
- See handout from Advocates for Youth on creating an MOA, or visit:  
[http://www.advocatesforyouth.org/index.php?option=com\\_content&task=view&id=616&Itemid=177](http://www.advocatesforyouth.org/index.php?option=com_content&task=view&id=616&Itemid=177)

# Evaluation Stage: How's it Going?

- An evaluation of the collaboration is a regular “check in” on how it is working
- Evaluation can be conducted in a number of ways:
  - An Appreciative Inquiry process (see handout) that considers what is working well and what you'd most like to do more of to strengthen the collaboration
  - Utilize a collaboration self-assessment form similar to that produced by the Institute for Educational Leadership (see handouts) or visit: <http://www.iel.org/pubs/sittap.html>

# Special Issue: Managing Controversy

- Three themes emerged in research for CDC's "Promoting Science Based Approaches" project:
  - See controversy as a necessary conversation for social change
  - Intentionally practice self-care in the midst of controversy
  - If controversy becomes conflict, stay focused, be bold and take the high road whenever possible

# Controversy Management Resources

- **Rising to the Challenge of Empowering & Mobilizing Communities:** *Moving beyond Anxiety and Fear to Implement Evidence Based Approaches in Sex Education and Teen Pregnancy Prevention*
- Publications from Advocates for Youth
  - Curriculum Controversy: Lessons from the Field
  - Hot Potatoes: Keeping Cool in the Midst of Controversy
  - Managing Controversy in Pressure Cooker Situations
  - Available at:  
[http://www.advocatesforyouth.org/index.php?option=com\\_content&task=view&id=41&Itemid=127](http://www.advocatesforyouth.org/index.php?option=com_content&task=view&id=41&Itemid=127)

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# For More Information

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