

Partnership Assessment – Continuum of Collaboration

Adapted from A.T. Himmelman, *Collaboration for a Change: Definitions, Decision-making Models, Roles and Collaboration Process Guide*, April 2004.



Defn	Networking <i>Exchange information for mutual benefit</i>	Coordinating <i>Altering activities for mutual benefit and to achieve a common purpose</i>	Cooperating <i>Sharing resources for mutual benefit and to achieve a common purpose</i>	Collaborating <i>Co-invest resources to achieve a common purpose</i>
Involvement	<ul style="list-style-type: none"> Most informal inter-organizational linkage Orgs retain own identity 	<ul style="list-style-type: none"> Requires more organizational involvement to coordinate activities Orgs retain own identity 	<ul style="list-style-type: none"> May involve written, even legal, agreements. Share resources, including human, financial, or technical Orgs retain own identity & autonomy 	<ul style="list-style-type: none"> Involves written, even legal, agreements. Co-invest resources including human, financial, or technical Orgs surrender some measure of autonomy
Trust & Accountability	<ul style="list-style-type: none"> Initial level of trust No accountability 	<ul style="list-style-type: none"> Medium level of trust 	<ul style="list-style-type: none"> High level of trust Each org accountable for actions 	<ul style="list-style-type: none"> Highest level of trust Shared accountability, including risks, responsibilities and rewards
Time	<ul style="list-style-type: none"> Limited time requirement 	<ul style="list-style-type: none"> Involves more time 	<ul style="list-style-type: none"> Can require substantial time depending on extent of activities 	<ul style="list-style-type: none"> Substantial time commitment Can require dedicated staff
Shared Resources	<ul style="list-style-type: none"> Share information 	<ul style="list-style-type: none"> Share information Share some activities 	<ul style="list-style-type: none"> Share information Share activities Share resources 	<ul style="list-style-type: none"> Share information Share activities Share resources
Decision Making	<ul style="list-style-type: none"> All decisions are made independently 	<ul style="list-style-type: none"> Limited decision making Agreement is not always necessary since each partner may want to do things differently 	<ul style="list-style-type: none"> All members have a vote in decision making Agreement is not always necessary since each partner may want to do things differently 	<ul style="list-style-type: none"> Organizations share decision-making responsibility & authority Decisions by consensus Agreement necessary