



The “Capacity To” Collaboration Tool

October 31, 2018

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Defining Collaboration

- A cooperative alliance or agreement between two or more organizations
- Parties share in profit and loss risk and rewards
- Partners maintain their unique identities
- Key distinction: *Shared risk and reward – NOT Loose Network; Acquisition; Merger or a Business Relationship!*





Criteria for Developing Evaluative “Tools”

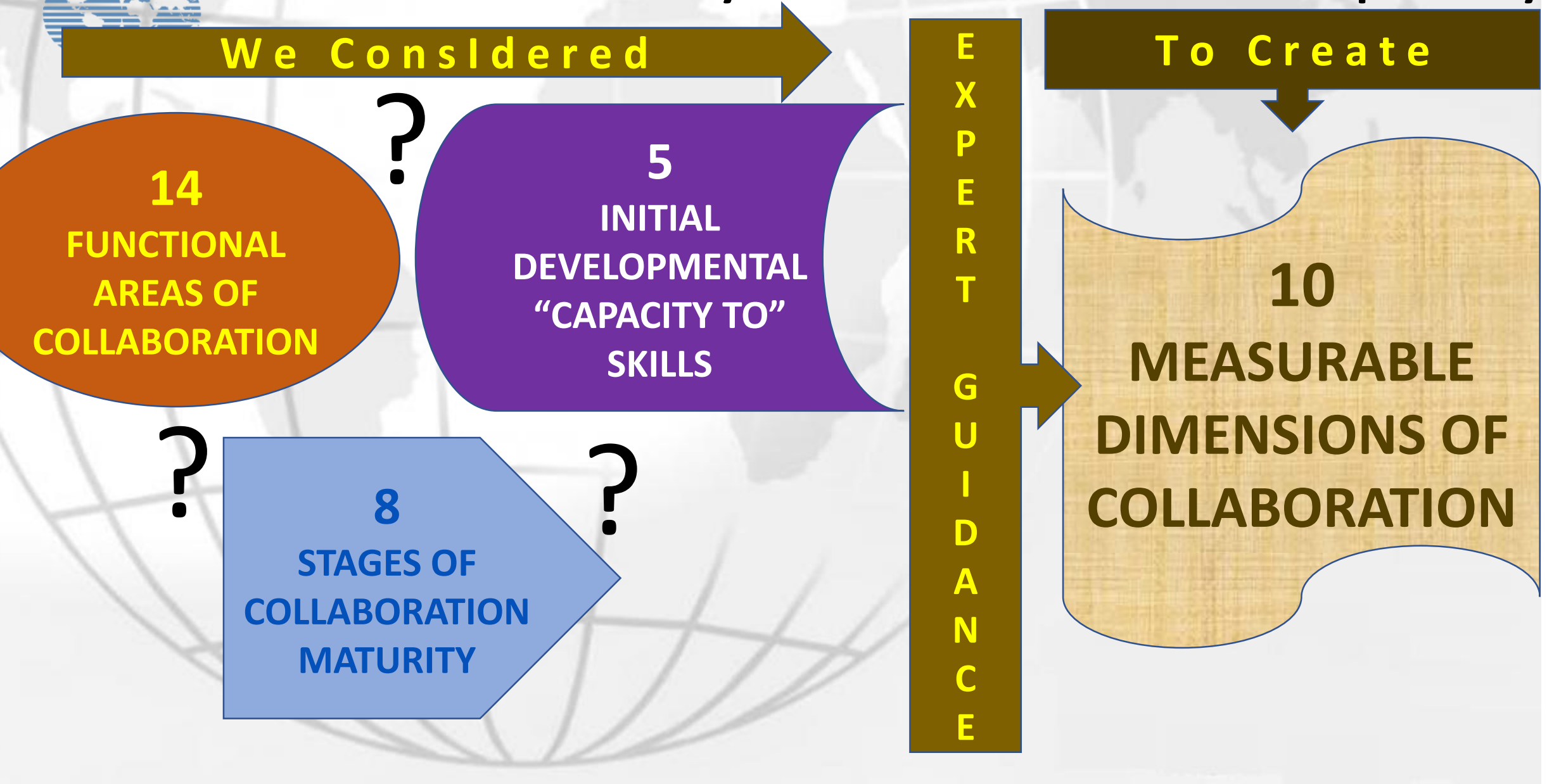
VALIDITY

- Internal
- External
- Face
- Content
- Predictive
- Concurrent
- Construct

RELIABILITY

- Equivalence
- Stability
- Internal Consistency (Homogeneity)

Content Validity: Collaboration Capacity



Construct Validity: Social Science Theories

- **Group Incentives**

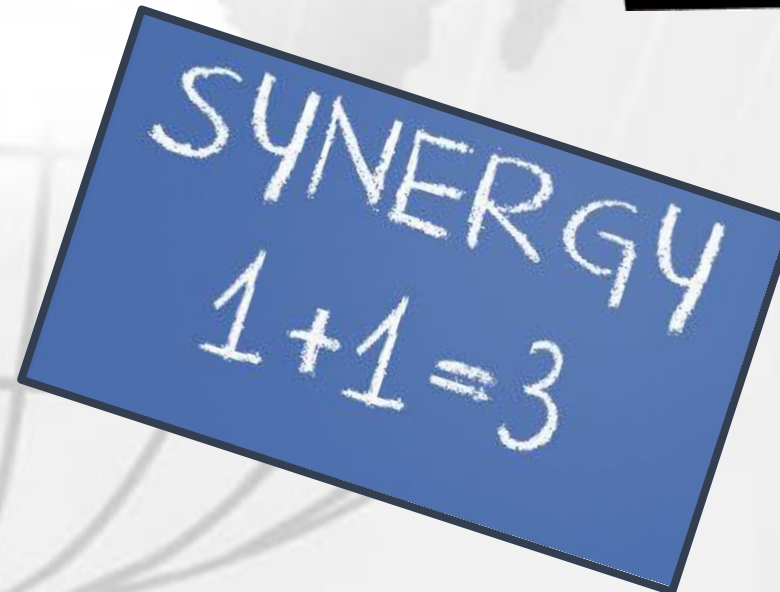
- Purposive
- Material
- Social / Solidary

- **Social Movements**

- Critical Mobilizing Event
- Champions
- Shared Identities

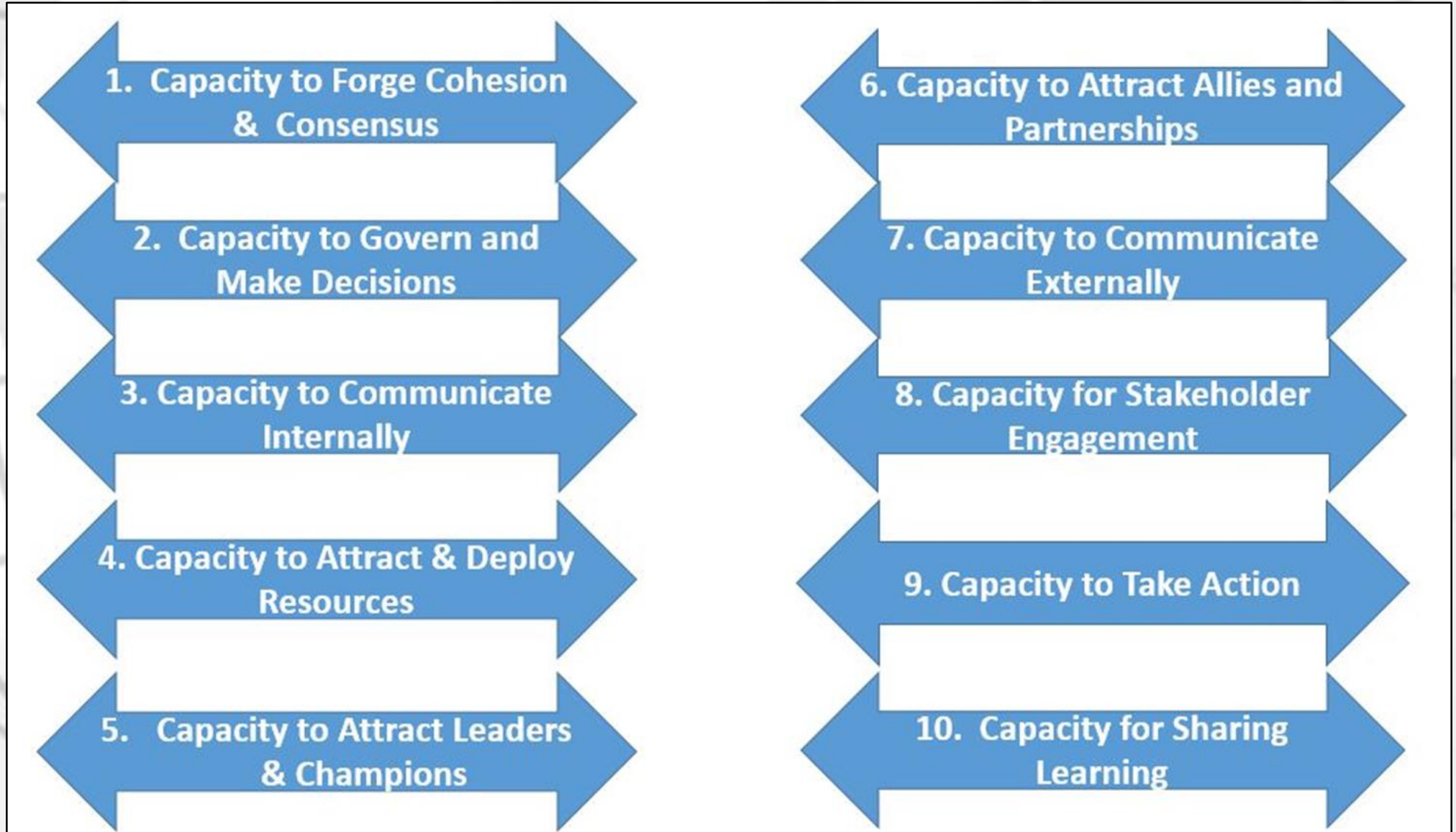
- **Collective Action**

- Effective Advocacy
- Public Purpose / Social Good





The CIPE Collaboration Tool Dimensions



Steps toward building a strong coalition

Establish coalition

1

1. Forge cohesion and consensus
2. Govern and make decisions
3. Communicate internally
4. Attract and deploy resources

Build support

2

5. Attract and leverage leaders and champions
6. Attract and maintain allies and partnerships
7. Communicate externally
8. Public engagement

Make the change

3

9. Take action
10. Share learning

Facilitative Measurement of the Tool

- **5-Point Scoring for Each Dimension**

- 1 = Less Developed
- 3 = Neither Developed or Undeveloped
- 5 = More Developed

- **Evidence Example Provided?**

- Ability to cite a “fact”
- Quality of fact cited

- **Confidence in Rating Matters**

- Low
- Medium
- High





HISTORY & PROCESS

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How it Works: Example Dimension #1

Characteristics of Coalitions at the LOW End

- Only ad hoc discussions of purpose have taken place
- Leaders and members have different, even polarized views of on the policy and management steps and technical conditions that must be created or modified in order to achieve the collaboration
- Meetings in-person are rare and inconsistent
- Participant members rarely participate or join meetings; members often miss meetings
- Some members have hidden agendas

1. Capacity to Forge Cohesion & Consensus

Definition: This dimension focuses on the ability of the coalition to collaborate and coalesce around its central mission and vision.

Questions:

- What is the mission or shared goal of the coalition? How committed are members to this mission?
- Do individual member associations within the coalition share the coalition's mission and vision? Are organizations' missions in line with coalition mission?
- How often does the coalition have meetings and what is the turnout of members at those meetings?

Characteristics of Coalitions at the HIGH End

- Formal, written vision and mission statement readily available to coalition members
- Widespread agreement exists among members on the policy and management steps and technical conditions that must be created or modified in order to achieve the collaboration
- Group decision conferences and meetings provide for widespread member ownership and buy-in; all members regularly participate in meetings and decision making
- The coalition has a process for building consensus on divisive issues
- Member organizations have compatible goals and missions

CIPE



Implementation: Albania

Albania

CIPE administered the “Capacity To”
Collaboration Tool in November 2017





Implementation: Armenia

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Armenia

CIPE administered the
“Capacity To” Collaboration
Tool in February 2018



Results

Results Matrix

	Dimension 1		Dimension 1 Results		
Respondent	Score	Confidence	Weighted Score	Average	Weighted Average
1	3	3	9.00	4.17	4.25
2	4	3	12.00	4.17	4.25
3	1	2	2.00	4.17	4.25
4	4	1	4.00	4.17	4.25
5	5	3	15.00	4.17	4.25
6	5	2	10.00	4.17	4.25
7	3	3	9.00	4.17	4.25
8	5	3	15.00	4.17	4.25
9	5	3	15.00	4.17	4.25
10	5	3	15.00	4.17	4.25
11	5	3	15.00	4.17	4.25
12	5	3	15.00	4.17	4.25
	Raw	Weighted			
Average	4.17	4.25			
Standard Dev.	1.21				



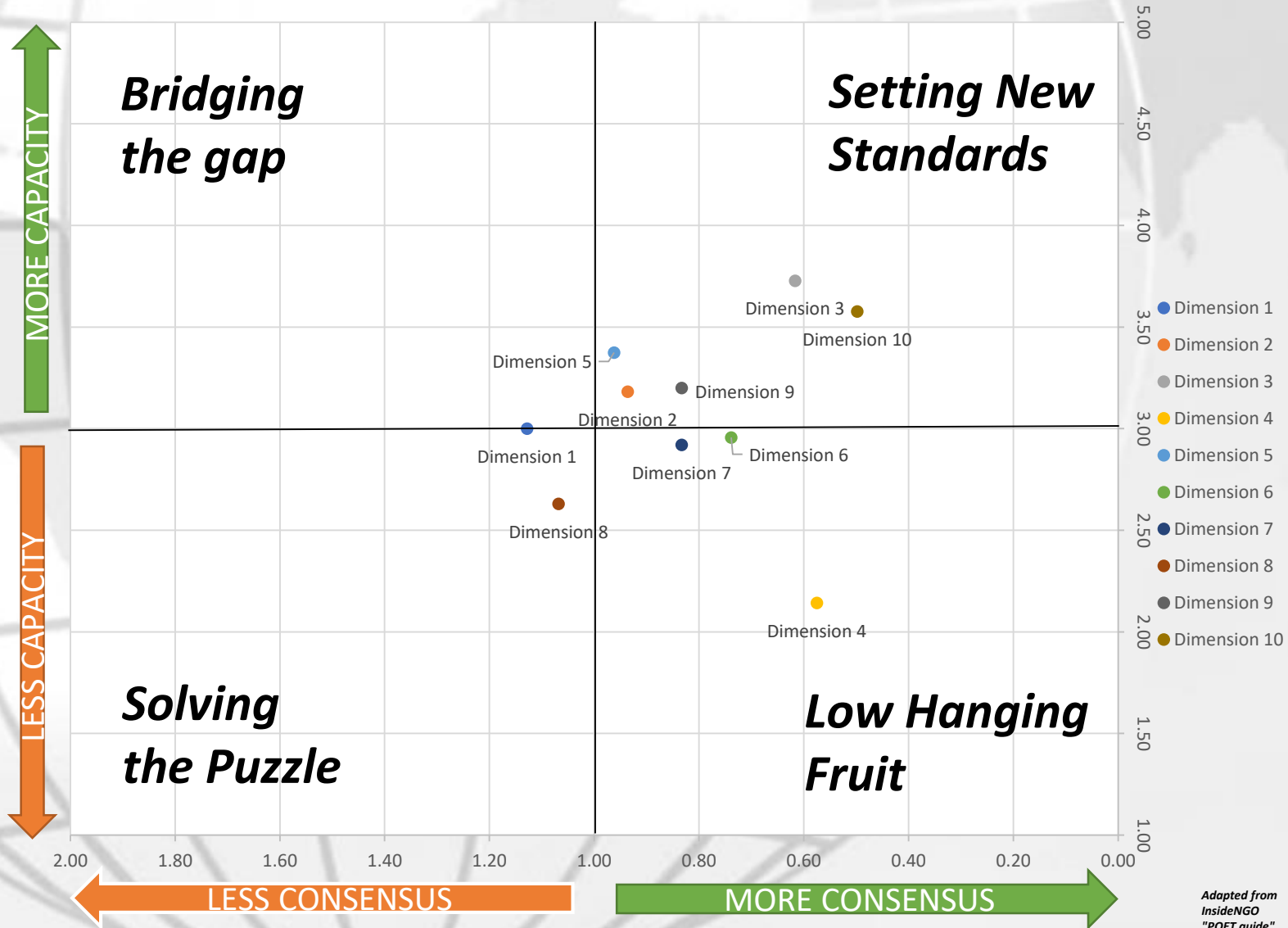
Comparing Capacity vs. Consensus Ratings

You Can Statistically Compare the RATINGS for Capacity and the Degree of Agreement Using Standard Deviations

- **Setting New Standards**
 - HIGH Capacity and HIGH Consensus
- **Bridging the Gap**
 - High Capacity but LOW Consensus
- **Low Hanging Fruit**
 - Low Capacity but HIGH Consensus
- **Solving the Puzzle**
 - LOW Capacity and LOW Consensus

We “weighted” the scores by multiplying the “score” times the “confidence” levels and then calculated the average and the standard deviations to create a 2x2 comparison.

Interpreting Capacity vs. Consensus





Participatory Assessment of Ratings

You Can Qualitatively Discuss the Ratings and Use the Discussion to Formulate Action Plans for Improvement(s)

- **The Importance of Each Dimension to the Coalition**
- **Ratings Comparing the Capacity and the Consensus**
- **Types of Evidence that Exemplify the Challenges**
- **How Confident Partners are about the Collaboration**



Activity

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- You are a member of a coalition
- Half of you want the coalition to focus on advocacy, half on certification
- You have regular meetings but they frequently veer off topic
- 20% of the members show up to meetings

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Next Steps – Further Testing Questions?

Interested in helping us test the tool? Please contact the development team:

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