

eliminating racism
empowering women
ywca



Partnering for Impact

Onuka Ibe
Partner, La Piana Consulting

**MISSION
FORWARD:**
BUILDING A MOVEMENT



SESSION OBJECTIVES

- Explore how strategic partnerships can enable greater impact
- Review the steps involved in creating a strategic partnership
- Exchange collaboration success factors

GUILLAUME STEWART

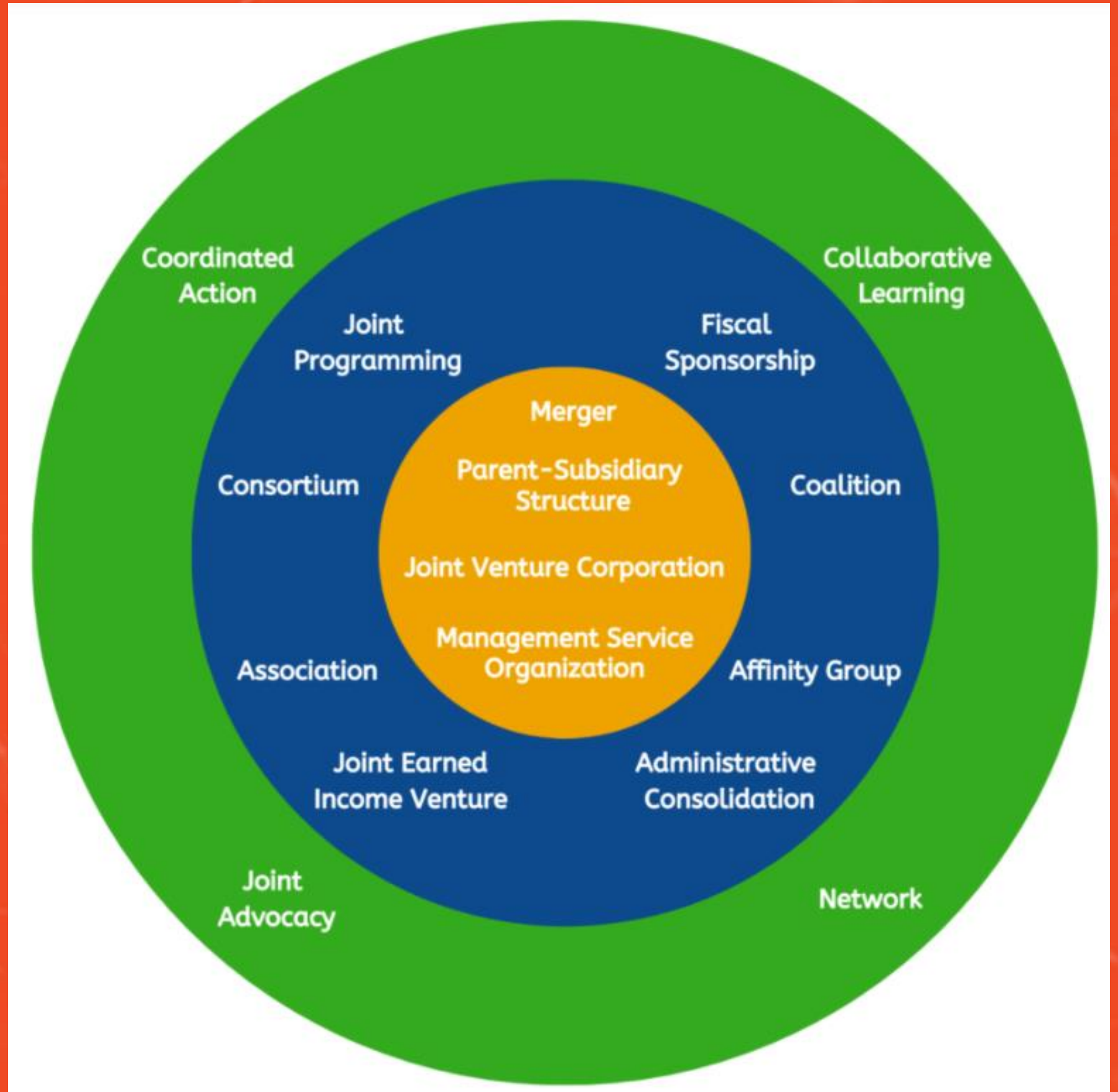
Executive Director
YWCA Bucks County



THE COLLABORATIVE MAP

The Collaborative Map presents the range of ways independent organizations can come together in pursuit of a shared goal.

The Collaborative Map is organized to show the less integrative forms of partnership in the outer rings and the most integrative partnerships in the center.



WHAT IS YOUR PERSONAL LEVEL OF EXPERIENCE WITH STRATEGIC PARTNERSHIPS?

- A. I've never been part of a strategic partnership
- B. I've been part of one or two strategic partnerships
- C. I've been part of three or more strategic partnerships and/or I have helped to create at least one strategic partnership



WHERE IS YOUR YWCA TEAM IN ITS STRATEGIC PARTNERSHIP JOURNEY?

- A. Not sure yet; this is a brand-new area for us
- B. We are skeptical that a strategic partnership is for us
- C. We are open to the idea and want to learn more
- D. We are in early stages of exploring opportunities to join or create a strategic partnership
- E. We are in conversations with other organizations to be part of or create a strategic partnership
- F. We are currently in or have recently been in one or more strategic partnerships





UNCERTAINTY ABOUND

La Piana Consulting surveyed leaders from nonprofit organizations across the country

- 93% expect decreased funding
- 91% are concerned about the economy
- Nearly half expect significantly higher costs
- 43% are contemplating staff reductions
- Less than 20% expect increased revenue

Many are exploring partnerships to achieve their sustainable impact strategies

WHERE OF YOUR STRATEGIC OUTCOMES MIGHT BE MOST SUCCESSFULLY ACHIEVED THROUGH STRATEGIC PARTNERSHIP?

- A. Expanding programs or numbers served in existing locations
- B. Expanding to new locations or communities
- C. Improving outcomes / increasing impact
- D. Developing a stronger, more effective 'voice'
- E. Access higher level program, operating, or admin expertise
- F. Reduce operating/admin costs through cost-sharing
- G. Preserve unsustainable programs
- H. Not sure



STRATEGIC PARTNERSHIP SUCCESS FACTORS



STRATEGIC PARTNERSHIP ROADBLOCKS



**Autonomy
Concerns**



**Lack of
Trust**

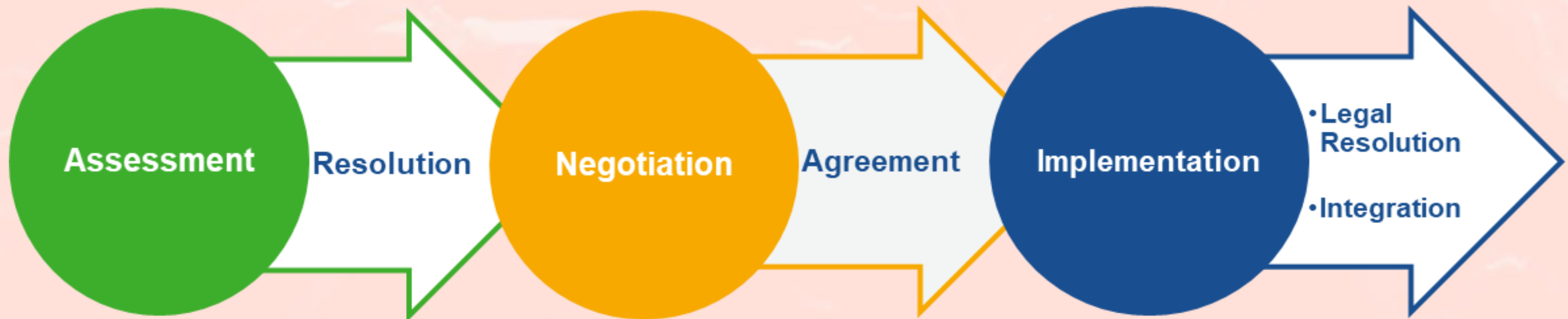


Self-Interest



**Organizational
Culture**

STRATEGIC PARTNERSHIP PHASES



ASSESSING READINESS

1

How might a partnership advance your strategy?

2

What partnership traits are most important?

3

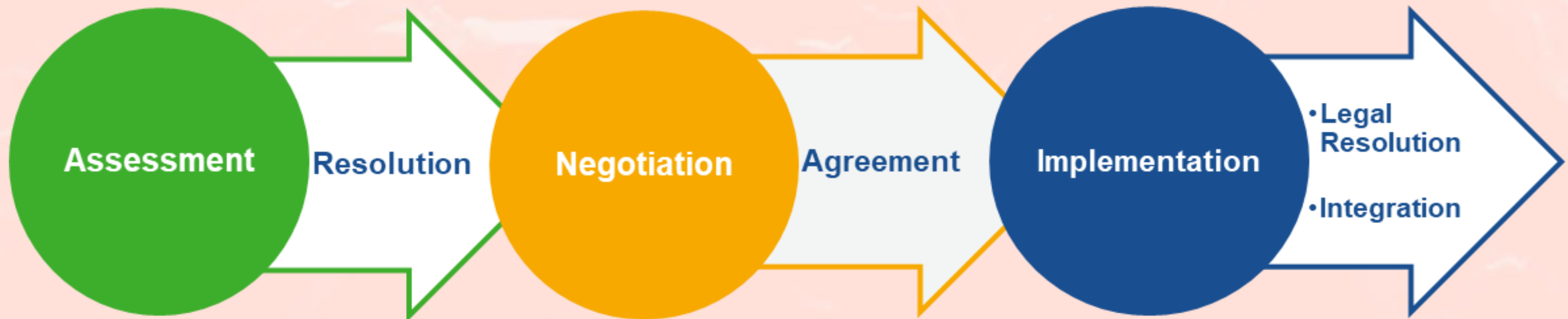
Do you have the capacity to explore a partnership?



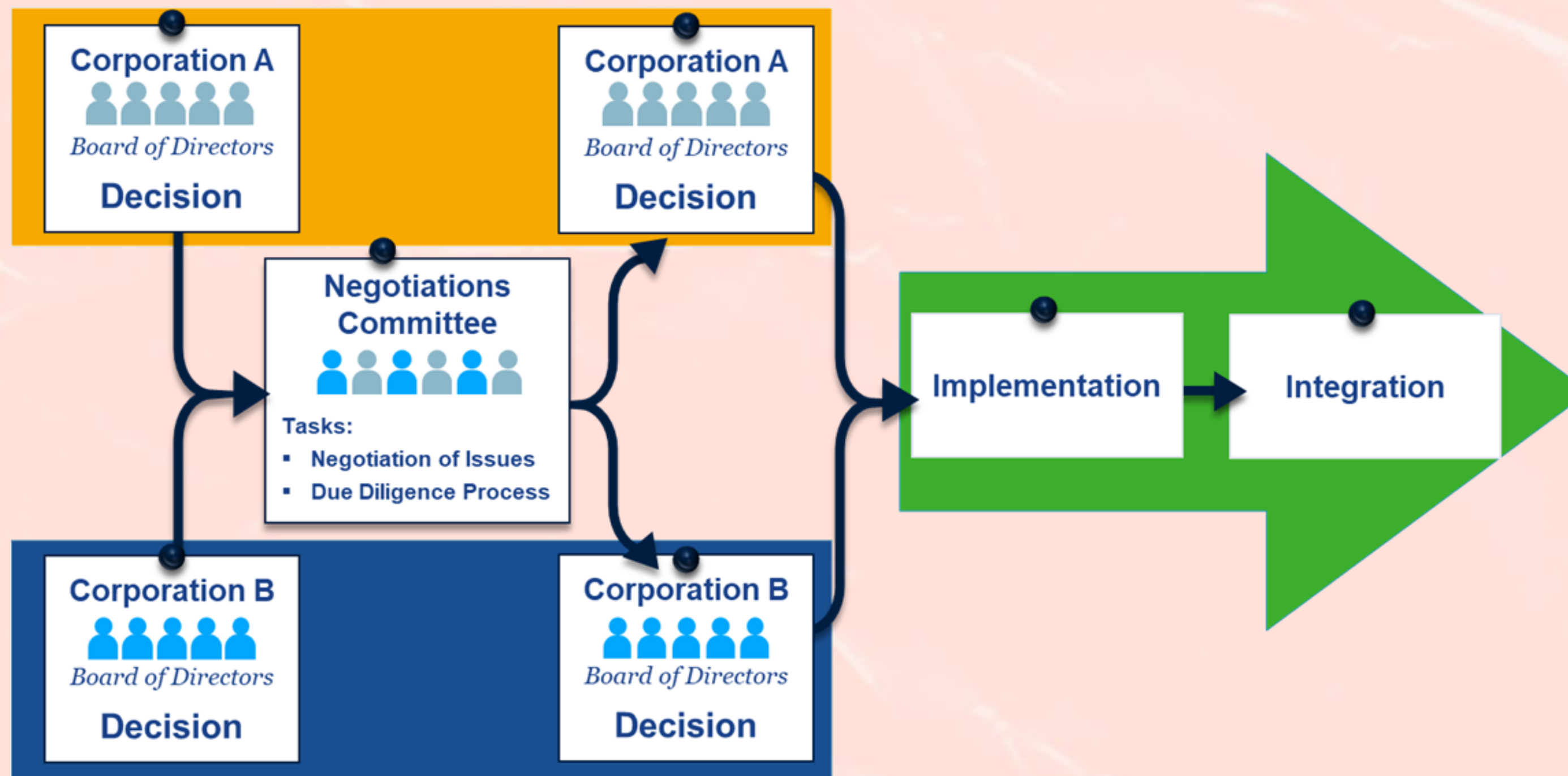
PARTNERSHIP CRITERIA

- Do you have similar or complementary missions and visions?
- Do you share common values, customs, beliefs, and practices?
- Have you worked well together before?
- Do you have a high enough level of trust on which to build a relationship?
- Do your strengths complement each others' needs?
- Does their financial status raise any concerns?

STRATEGIC PARTNERSHIP PHASES

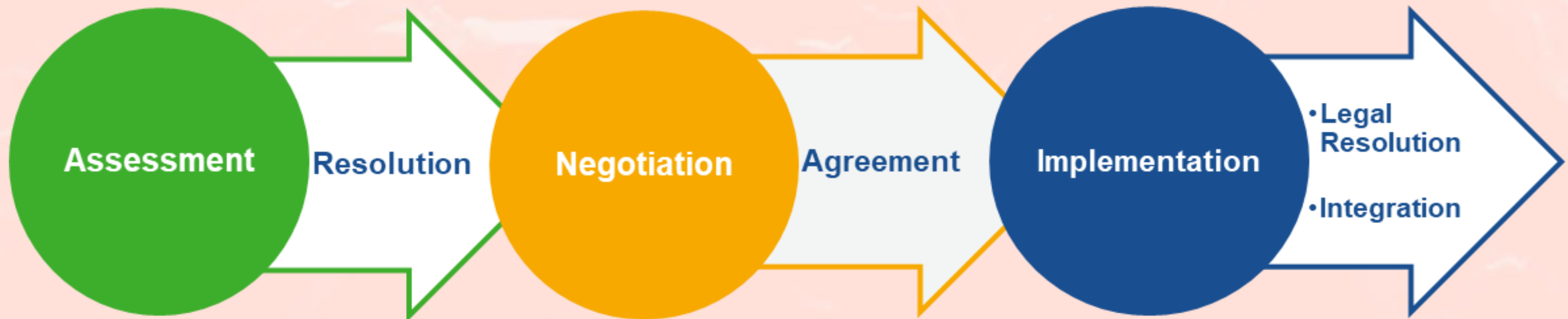


PARTNERSHIP DESIGN

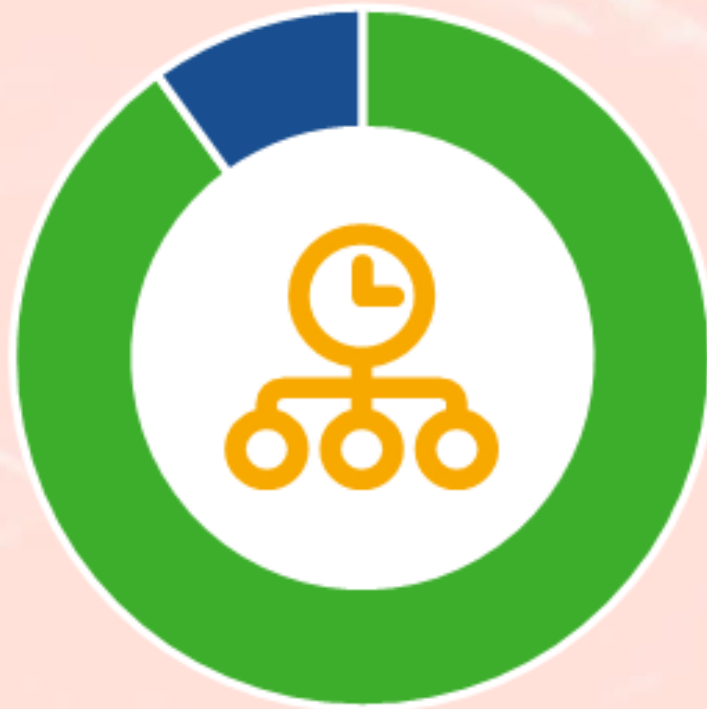


Issues to resolve typically include governance, financial model, leadership, staffing, capital, programs/services, communications, etc.

STRATEGIC PARTNERSHIP PHASES



PARTNERSHIP IMPLEMENTATION



PLANNING

- Strategic, program, and operational plans
- Change management and culture



LEGAL RESOLUTION

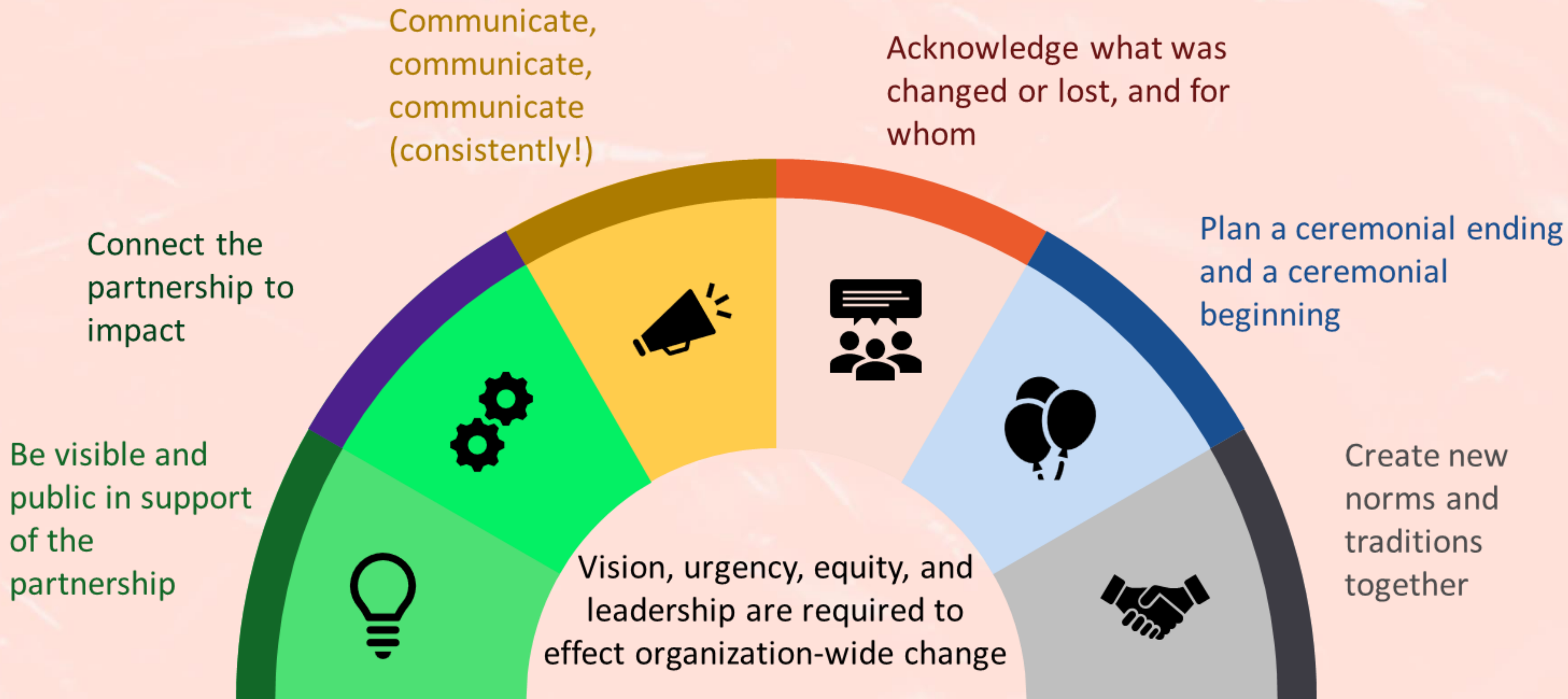
- File legal documents
- Begin operating as collaborators



INTEGRATION

- Systems
- Administration
- Programs
- People and Culture
- Communications

MANAGING CHANGE



SUSTAINING PARTNERSHIPS

- Make it official by documenting mutual commitments
- Plan for leadership turnover
- Make data work for you and track progress toward key outcomes
- Cultivate broader involvement beyond the core group
- Continually learn from and adjust what you are doing
- Build on the experience and your understanding of the issues you are addressing





QUESTIONS?

KEEP IN MIND...

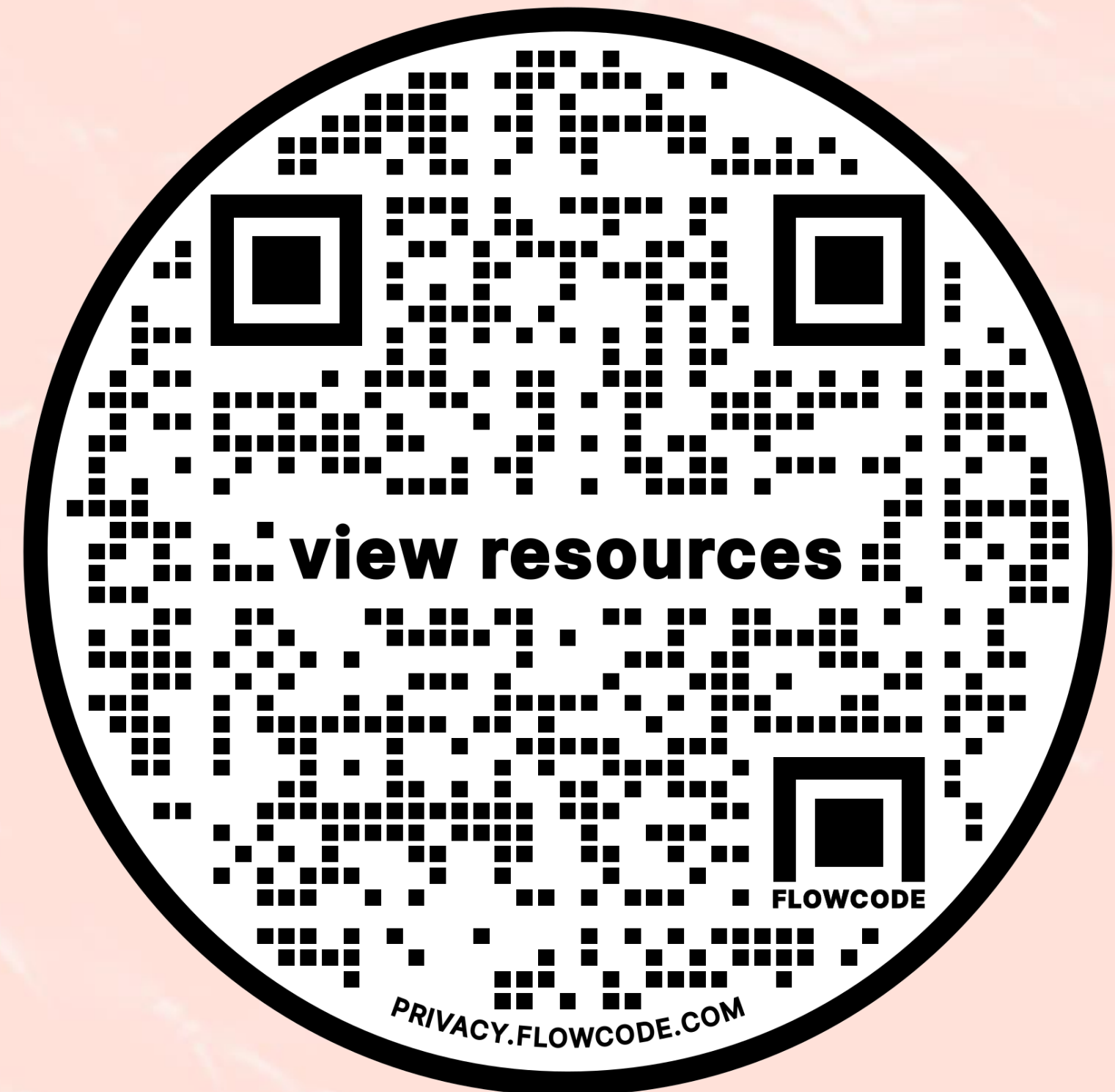
- Partnerships are part of an impact strategy
- First clarify the goals of the partnership, then pick a structure
- Partnership takes time, resources, authentic engagement, capacity
- A strong process will provide confidence and structure
- The more integrated the partnership, the more likely some supporters will leave



PARTNERSHIP RESOURCES

Flexible support for the journey
toward any form of partnership

- Presentation Slides
- Collaborative Map Deep Dive
- Merger & Alliance Toolkit



<https://www.lapiana.org/ywca-usa/>

eliminating racism
empowering women
ywca

THANK YOU!

Onuka Ibe
ibe@lapiana.org
www.lapiana.org



**MISSION
FORWARD:**
BUILDING A MOVEMENT