

National Federation of Voluntary Bodies

Providing Services to People with Intellectual Disability

”Collaborate to Innovate”

John Crimmins

11th May 2017



About Prospectus

Who we are

Prospectus is Ireland's leading independent management consultancy, assisting clients to build strong and sustainable organisations.

We specialise by working in three inter-connected sectors – health & social services, not-for-profit, and higher education & research.

Our clients are public and private organisations including not-for-profits, statutory bodies, higher education institutes, hospitals and other health and social care organisations, etc.



What we do

- Strategy Development
- Business Planning
- Governance & Organisation Structures
- Research Strategy
- Programme and Project Management
- Service Reviews
- Programme and service evaluations
- Commercialising Research
- Proposition Development
- Performance Improvement

What differentiates us

Expertise and experience, combined with creativity and innovation enable Prospectus to assist clients to improve the performance of their organisations. We draw on the learning and insight gained in each of our sectors to help clients to make informed strategic decisions about their organisation's requirements and future development.

We have a strong market profile and a set of strategic and change management skills and experience that is unique amongst our peers.



Defining what we mean by “collaboration”



Collaboration in the voluntary sector: What it means

COLLABORATION:

Two or more people working together towards shared goals

But beware it can also be defined as:

Traitorous cooperation with an enemy!

<https://en.oxforddictionaries.com/definition/collaboration>



Why collaborate?

What could / should drive collaboration among organisations in the sector?

- 1. Progression of the Mission**
- 2. Financial sustainability**
 - Economic environment
- 3. Government expectations around consolidation in the sector**
- 4. Shared development needs**
 - Service development
 - IT & Funding capability
- 5. Skill set / expertise needs (e.g. IT, HR, financial)**
- 6. Others?**



Collaboration options in the voluntary sector

“The Collaboration Matrix”

Based on model in: *In Search of Strategic Solutions*
(Grantmakers for Effective Organisations, 2003)

Administration
Focused



Program
Focused

Greater
Autonomy



Greater
Integration

Coordination

- No permanent organisational commitment
- Decision-making power remains with the individual organisation

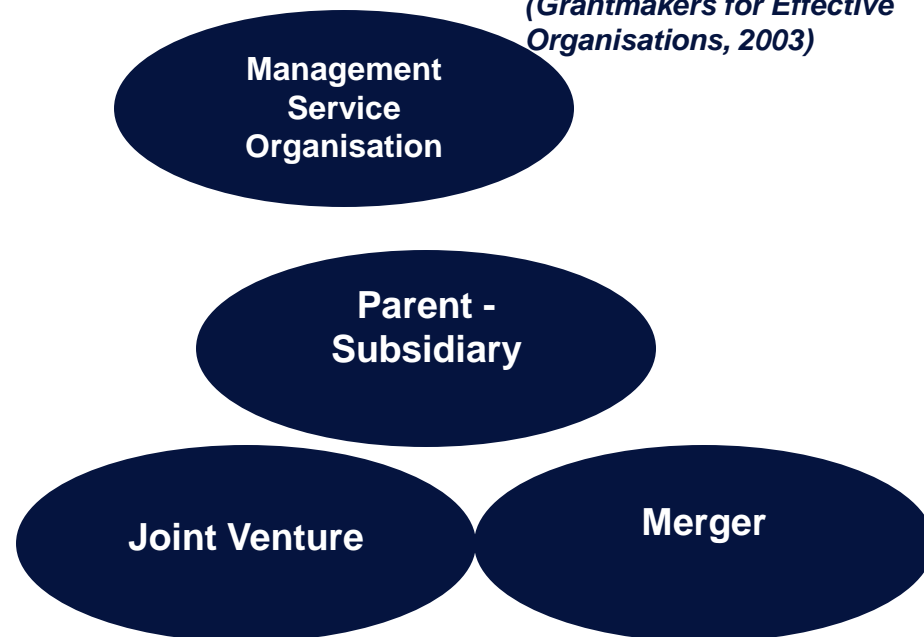
Alliance

- Involves a commitment to continue for the foreseeable future
- Decision-making power is shared or transferred
- Is agreement-driven

Integration

- Involves changes to corporate control and/or structure, including creation and/or dissolution of one or more organisations

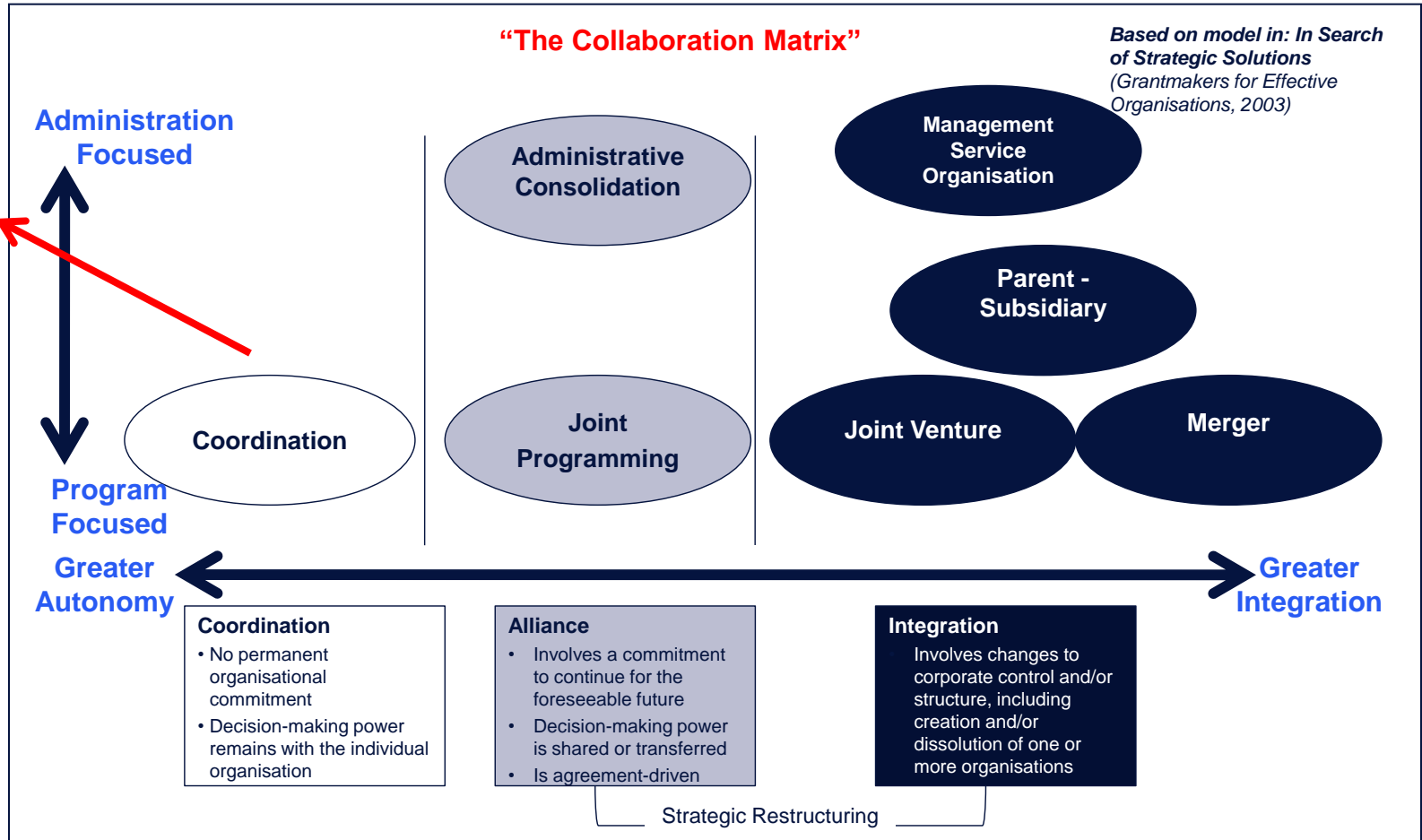
Strategic Restructuring





Collaboration in the voluntary sector: Coordination

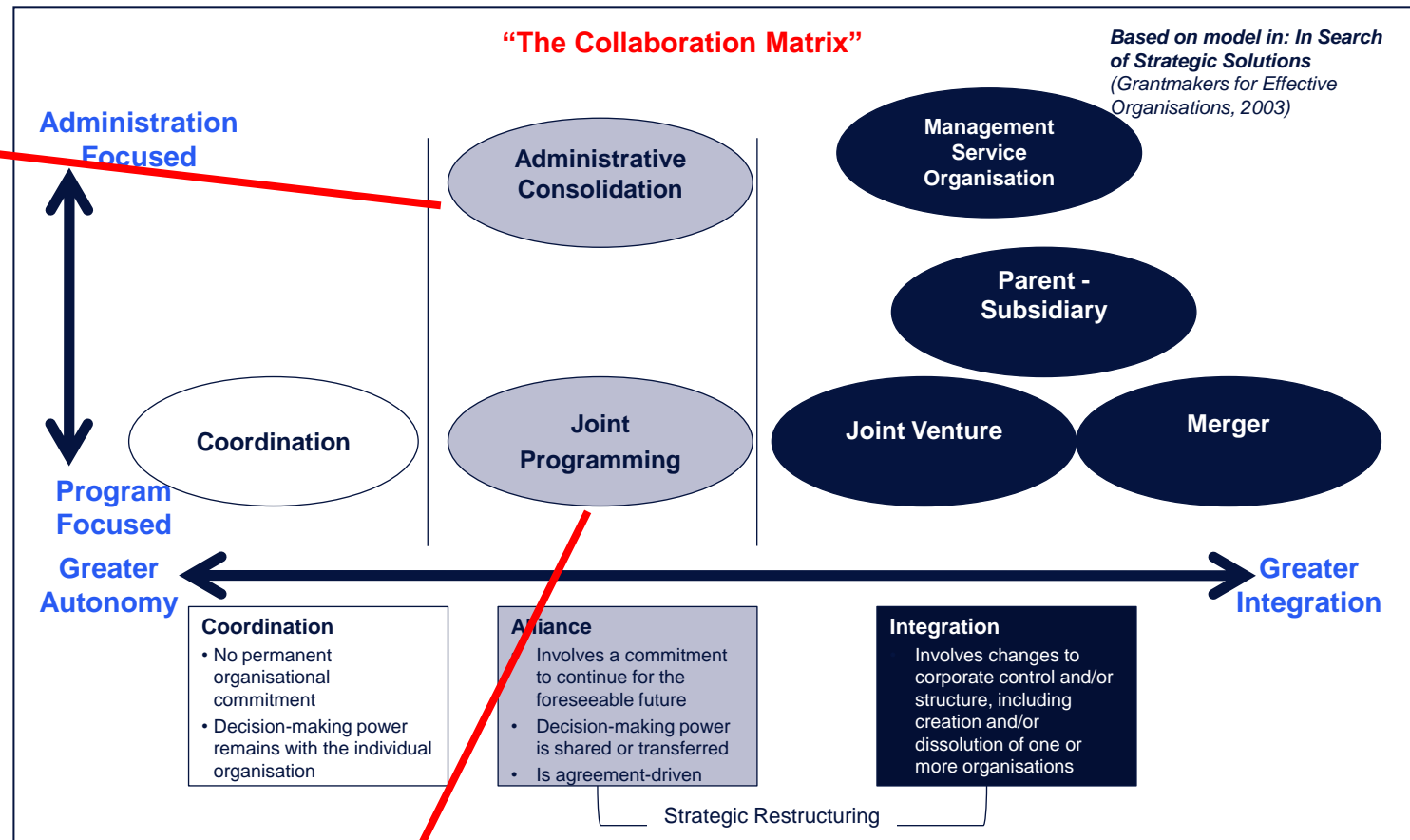
“Coordination” Organisations partnerships that entail sharing information or coordinating efforts, but doesn’t include shared, transferred, or combined services, governance, resources, or programs. Often related to advocacy.





Collaboration in the voluntary sector: Alliance

“Administrative Consolidation”
In Ohio, a substance abuse treatment service, and shelter for abused women came together to jointly purchase a building that houses their offices. They also share some office equipment and several admin staff. Their programmes, however, are operated under the governance of their respective boards.

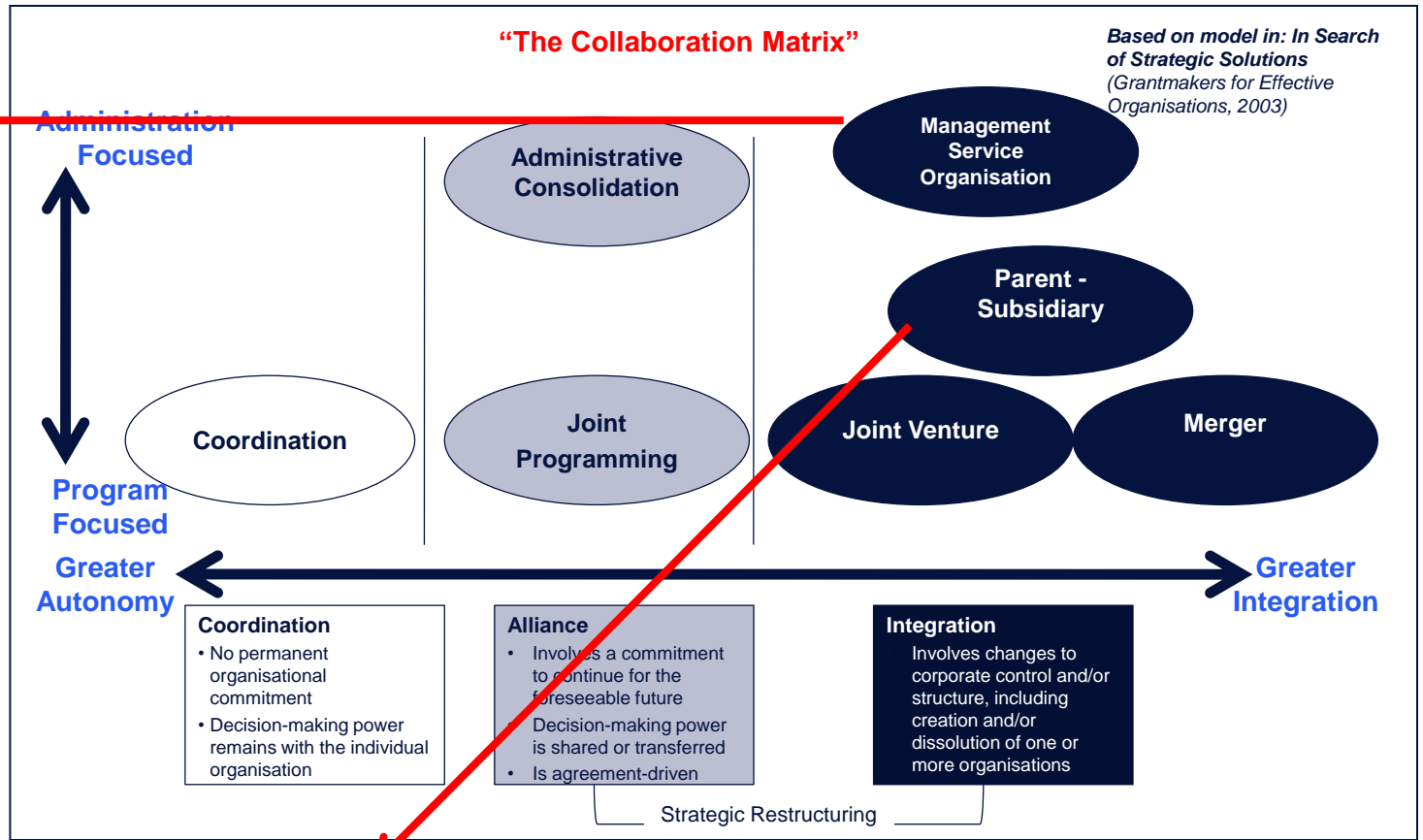


“Joint Programming”
Two or more organisations jointly running a programme, but outside of the specific programme, the organisations work completely independently



Collaboration in the voluntary sector: Integration

“Management Service Organisation (MSOs)”
 A group of voluntary organisations establish an MSO to provide some or all of their administrative functions.



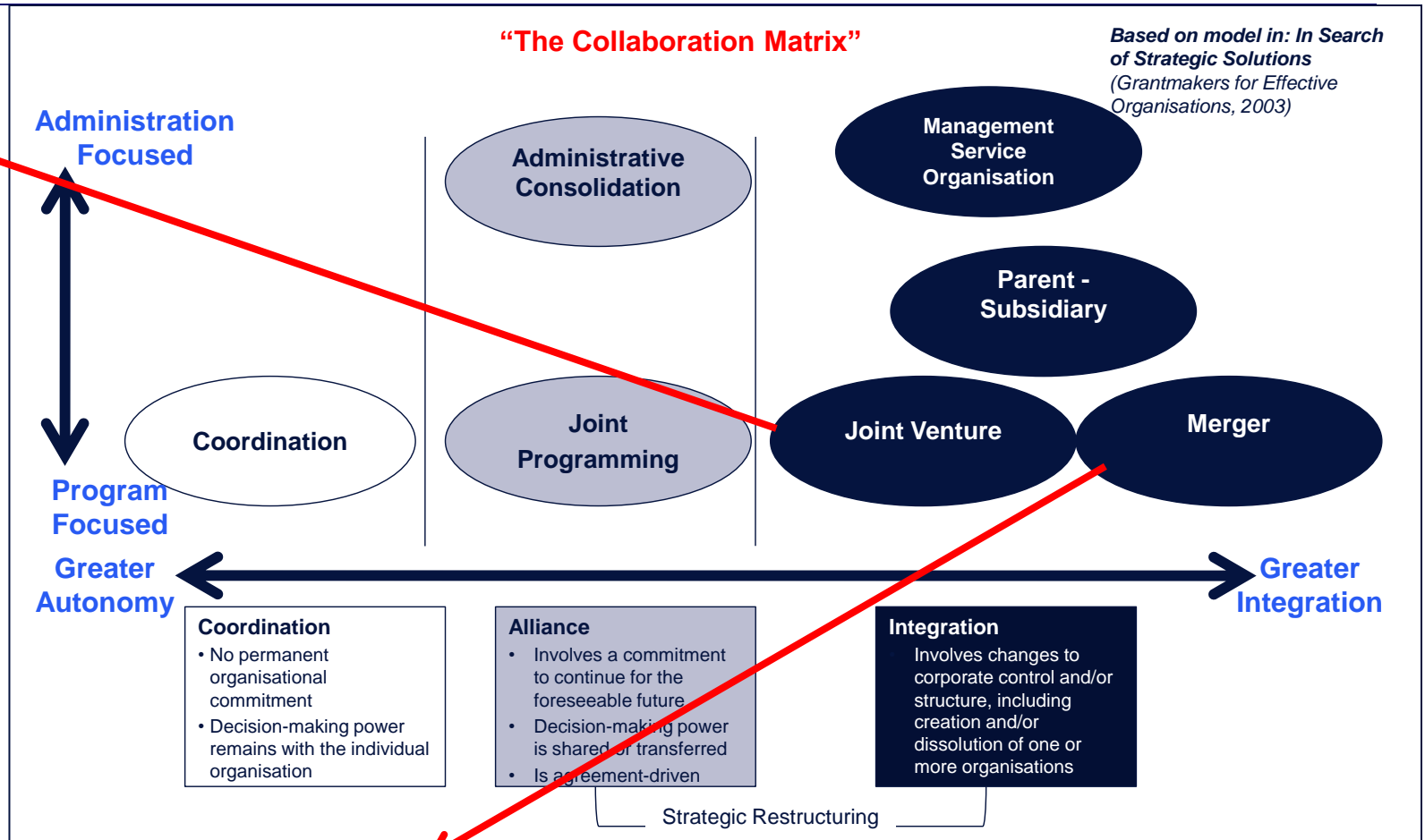
“Parent Subsidiary”

One organisation oversees another; sometimes happen when two organisations would like to merge, but this might jeopardise a particular source of funding.



Collaboration in the voluntary sector: Integration

“Joint Ventures”
Two or more organisations creating a new structure to further a specific administrative or programmatic end



“Merger”

Previously separate organisations completely combine programmatic, administrative, and governance functions



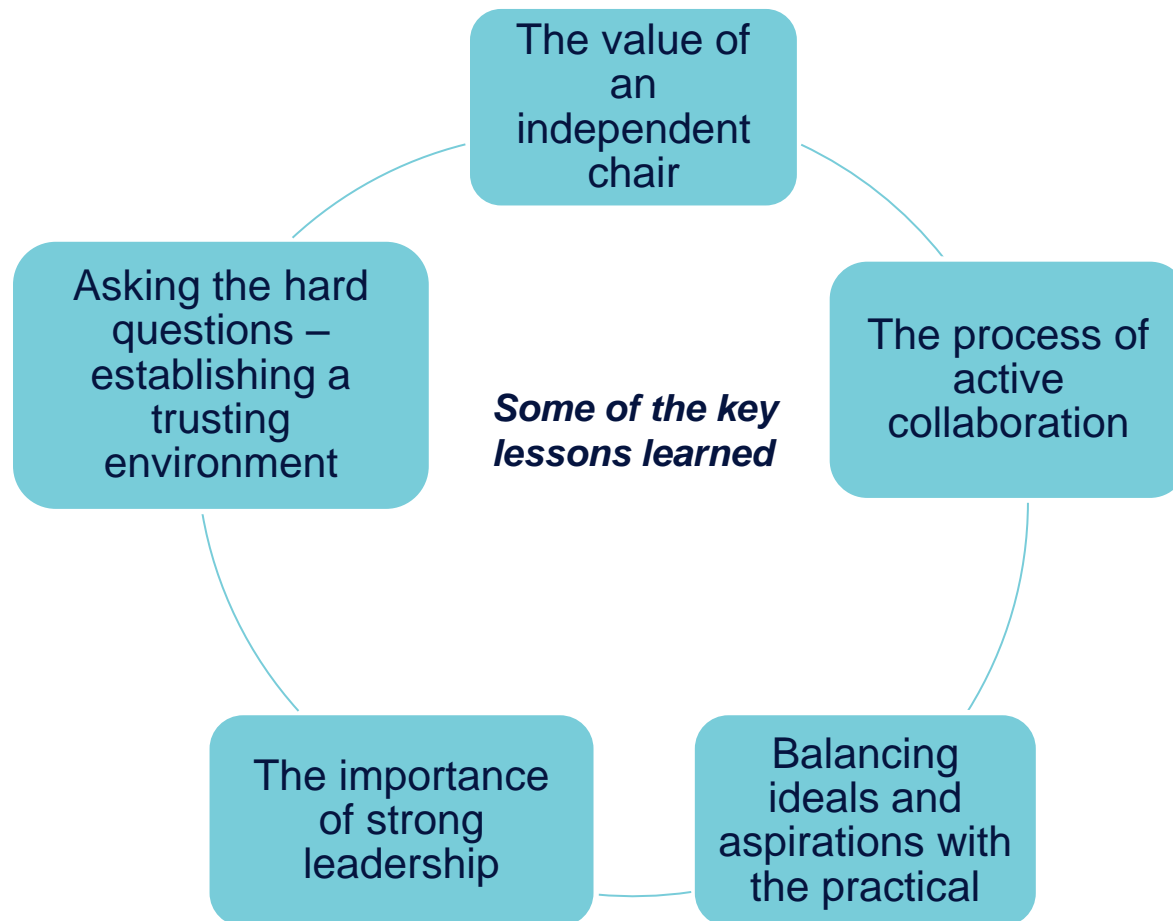
Collaboration experiences in Ireland



Case Study: *The Ageing Sector*

Summary: *Prospectus worked on two collaborative projects in the ageing sector:*

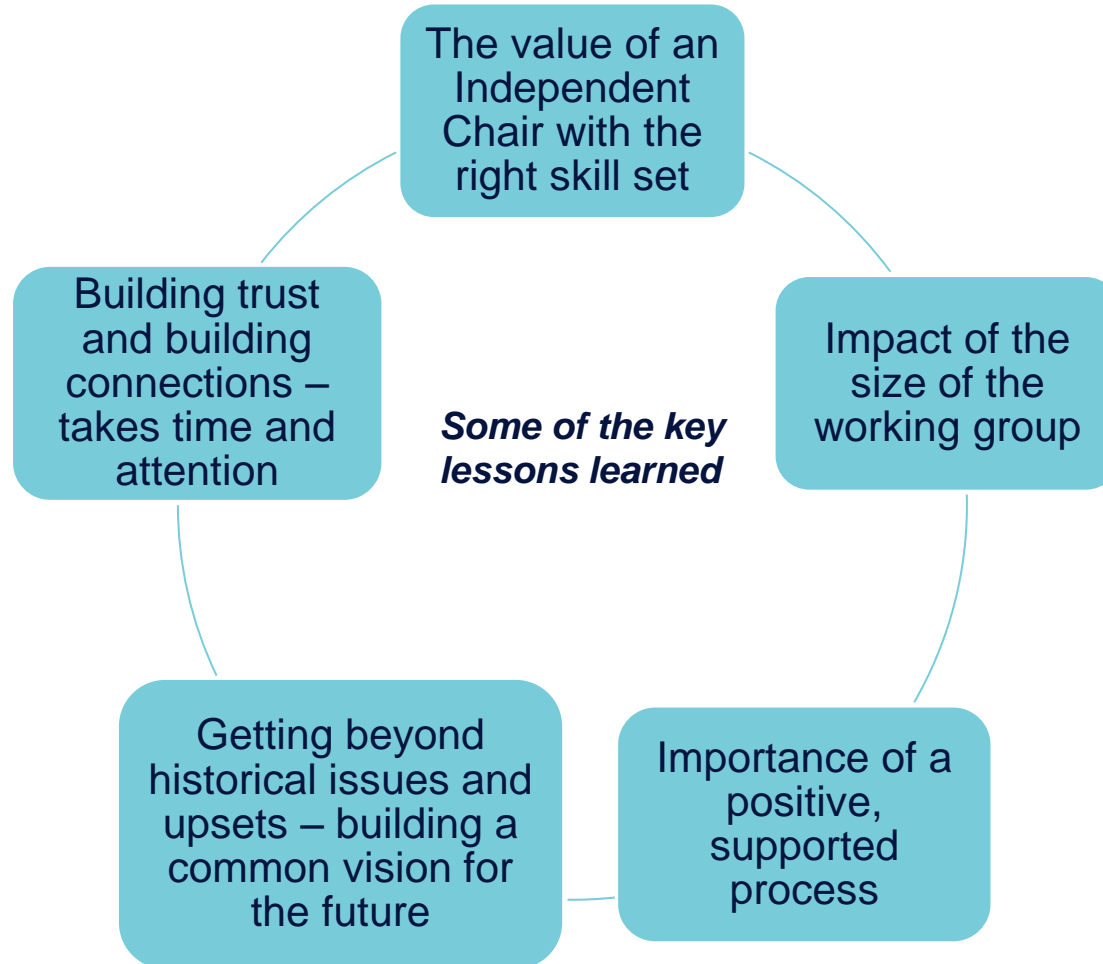
- *Facilitating a business planning process to formally support the establishment of a network of member organisations from the sector*
- *Designing and facilitating a process in which 5 organisations in the Ageing sector came together to explore opportunities for greater collaboration, with a shared vision to strengthen the Ageing Sector in Ireland.*





Case Study: *LGBT Sector*

Summary: Prospectus provided business planning support to develop a funding proposal, working with an eight member joint working group, over a six month period.





Case Study: *Migrant Sector Merger*

Summary: *Prospectus provided project management, technical support and change management support services on the merger of two organisations in the migrant sector.*



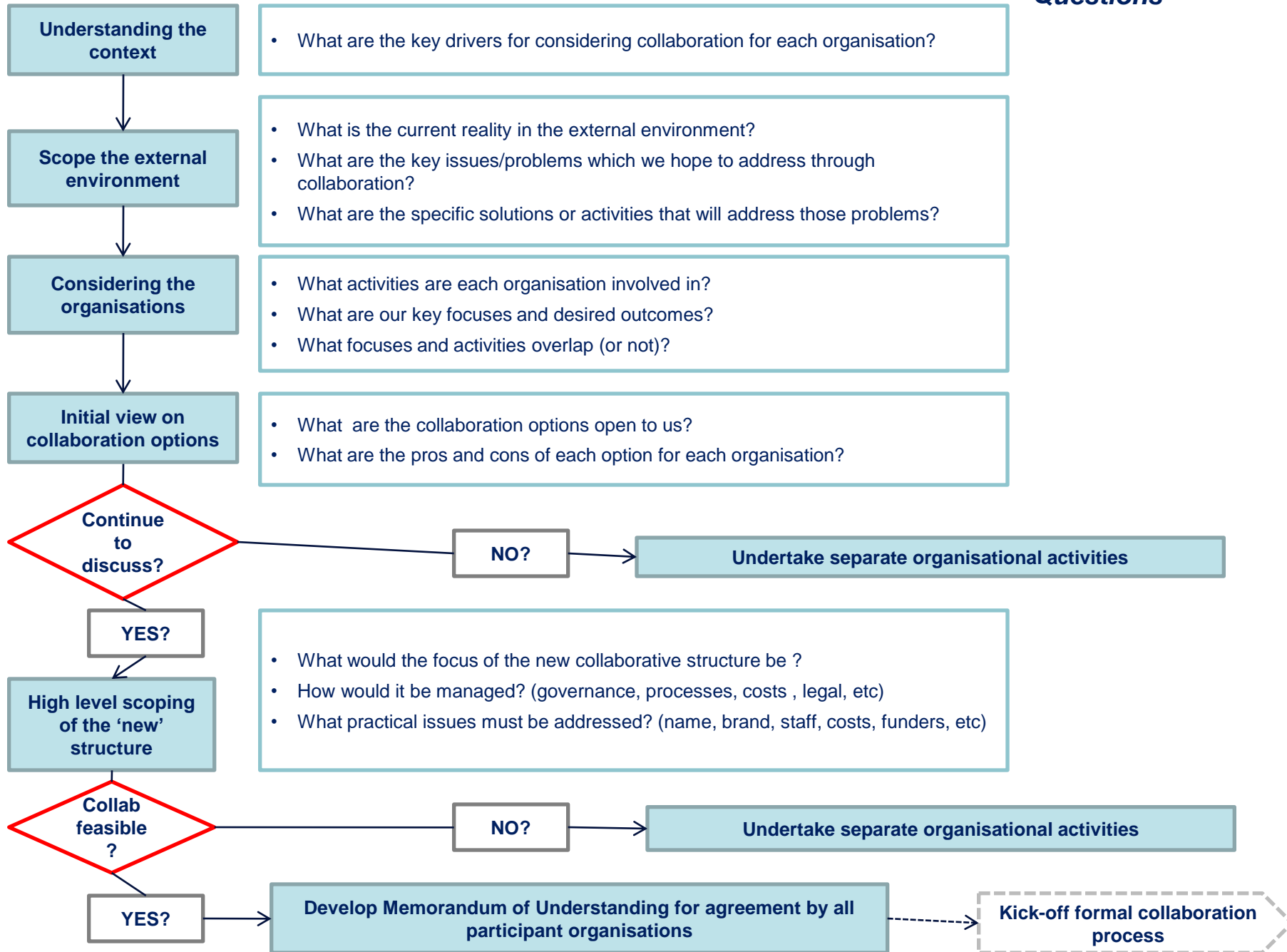


“Collaboration” Processes

Stages

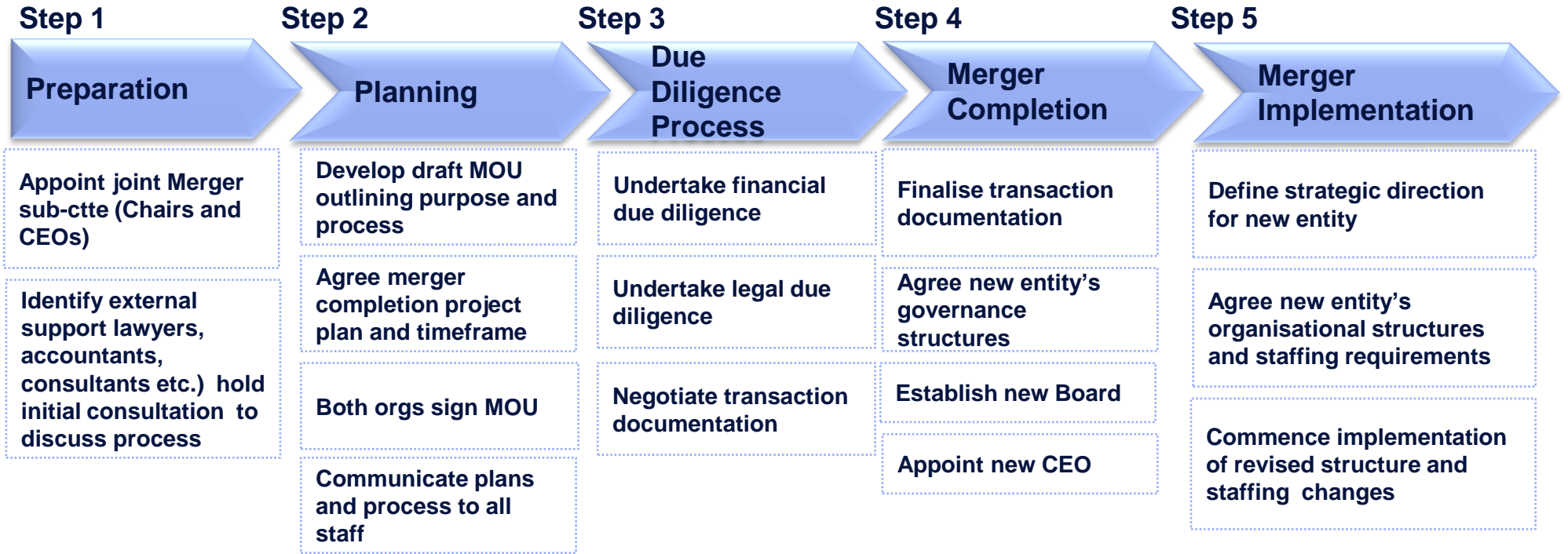
Indicative Collaboration Process

Questions





Indicative Merger Process



Update both Boards on progress

Update staff on progress



The 'Ten Commandments' of mergers in the not-for-profit sector

1. Mergers in the Not-for-Profit Sector are qualitatively different from those in the For-Profit Sectors

2. Get the Board involved early

3. Be clear about your decision-making processes from the very beginning

4. Leadership is key

5. Recognise and address the challenges of cultural differences

6. Some organisations may benefit from a merger more than others

7. Communication, communication, appropriate communication

8. Plan your governance carefully

9. Mind the transition

10. Remember that the business case for merging is advancing the Mission, not necessarily just gaining efficiencies



Any questions or comments ...



Please feel free to contact me if there's anything I can help you with

jcrimmins@prospectus.ie

(086) 052 0998