



March 21

Collaboration Workshop

This is the report from the Collaboration Workshop organised by the National Youth Council of Ireland. The workshop was facilitated by John Crimmins and Pedro Angulo of Prospectus. The meeting was held in Dublin on March 21st 2012. This report outlines the presentations, understanding and discussions of presenters and participants.

REPORT

Collaboration Workshop

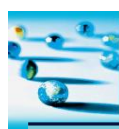
21 March 2012

Welcome and Introduction to the Workshop

The National Youth Council of Ireland Director Mary Cunningham welcomed everyone and introduced the plan for the day which was to include a theoretical session and practical opportunities for discussion and reflection

Mary informed the meeting that the Department of Children and Youth Affairs and the Minister were aware that this meeting was taking place and that they are interested in the outcomes from the meeting.

What follows is a report of the workshop as facilitated by John Crimmins and Pedro Angulo of Prospectus.



About Prospectus



Who we are	<p>Prospectus is Ireland's leading independent strategy consultancy, assisting clients to build strong and sustainable organisations.</p> <p>We specialise by working in three inter-connected sectors – philanthropy & not-for-profit, health & social services, and higher education & research.</p> <p>Our clients are public and private organisations including not-for-profits, foundations, statutory bodies, higher education institutes, hospitals and other healthcare organisations, etc.</p>	
What we do	<ul style="list-style-type: none">• Strategy Development• Business Planning• Governance & Organisation Structures• Research Strategy• Programme and Project Management	<ul style="list-style-type: none">• Sectoral Reviews• Programme and service evaluations• Commercialising Research• Proposition Development• Performance Improvement
What differentiates us	<p>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.</p> <p>We have a strong market profile and a set of strategic and change management skills and experience that is unique amongst our peers.</p>	



Network Member of Eurogroup Consulting

PUTTING STRATEGY TO WORK

Prospectus have supported 3-4 mergers in the not for profit area. It has also been involved in developing and supporting collaborative exercises. As an organisation, they have learned from mistakes made in collaboration and would use this meeting to discuss these so that the youth sector would avoid making similar mistakes.

John encouraged participants to challenge him and Pedro on issues arising but that participants needed to be prepared to be challenged back.

Pedro reminded the group that the youth sector has serious opportunities available to them and asked participants to stay open and listen to what Prospectus have to say. Pedro hoped that at the end of the day, participants would bring back something useful to their organisation and work.

This is your day!

Workshop Agenda

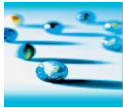
The Agenda for the day was outlined as follows:



Agenda



	Agenda Item
1	Introductions
2	Defining what we mean by “collaboration”
3	Collaboration experiences in Ireland
4	Collaboration Processes: <i>How to ...</i>
5	Risk Assessment
6	Closing Remarks



Today's Objectives



- Outline the current thinking on collaboration
- Provide an overview of our experience in collaborations processes
- Discuss potential areas for collaboration
- Consider pros and cons of collaborating
- Others?

© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Introductions – round the room



Introductions



- Name
- Organisation
- What do you want to get out of today's session?



© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

What the participants wanted from the workshop included: -

From today's session: Learning strategies to survive.

Comment from Facilitators: Collaboration for sustainability is very important. We will be looking at the impacts of partnerships.

From today's session: Interested in collaboration though not on the merger side but innovative collaboration. Want to see the various options including case studies and different examples of how collaboration can work. Want to see the practical working and how relationships can develop, where it brings a win win for both organisations.

Comment from Facilitators: We will provide case studies, options and key steps/route plan.

From today's session: Today, I am part of a group of people who want to collaborate. Our organisation is part of a group of organisations so let's see what we can do here.

Comment from Facilitators: Hope you get something for your organisation and are open to consider. We will facilitate the discussion for opportunities for you to discuss with others.

From today's session: Interested in collaboration and how it works when there are different organisations and different people and how partnerships can be formed. How to iron out the pros and cons. Do we have any choice?

From today's session: How collaboration works within and outside organisations. How mergers work. Currently writing policy documents on collaboration and mergers. Interested in the advantages and disadvantages.

Comment from Facilitators: Steps to conduct mergers are being developed by Ana Liffey. The Wheel is also working with them. We will share some of these nuggets.

From today's session: Wonder about the cost of doing this. Is more energy required to collaborate without significant benefits? What do you have to do and how do you facilitate collaboration? Want to learn from this too.

Comment from Facilitators: Often we underestimate the cost. The human effort and time – from CEO, to Management Team, staff, volunteers, etc. However, if you put good stuff in, you get good stuff out. The more effort put into activity, the more you get out. But yes, it can cost and takes time.

From today's session: Collaboration does happen in the youth sector. I want to dispel the myth that it doesn't happen. Today, I would like to see downsides and risks of going into collaboration highlighted. Am aware of work being done and that early steps are important.

Comment from Facilitators: Most organisations have collaborated already to different levels. Reflect today whether you are doing it at the right level – what is right for you as an organisation? We will look at the risks – the costs vs. the positives.

From today's session: Youth groups have the ability to do work and we have to be part of this in a bigger way than we have been before. Collaboration is needed. Think the youth sector will change from what it is now to what it will look like in 10 years time. I want to make sure that we are well positioned for this. There are political difficulties and entrenchment and it is about overcoming this.

Comment from Facilitators: I agree. It is harder to get funding. In order to be more sustainable in the future and to be fit for purpose, you need to consider collaboration. Would look 5 years ahead.

From today's session: Hope to get to know other people here in the room – I am new to my role. Throughout my youth work career I have collaborated with others and have felt positive about this. Benefits often outdo the drawbacks. If we look at the holistic development of young people – that is our common ground – it is something we can move on together. I would like to link in with other organisations in the Republic of Ireland.

Comment from Facilitators: We need to look at why we are doing this for? Children and young people. Who is the user and can they benefit from collaboration?

From today's session: We have and do collaborate, piggyback, etc. It is a business opportunity for young people in the community. We work with existing organisations. Formalising and recognising collaboration – interested in what this looks like.

Comment from Facilitators: Celebrate what you are doing. Organisations are ready and willing to bring something to the table. We have suggestions about this.

From today's session: NYCI is playing a pivotal role in enabling organisations to have a useful dialogue in a safe space, how by working together, we can have greater impact, in a structured way. We have been talking about this for four years where some organisations have undertaken work and analysis of what organisations have done.

Comment from Facilitators: The analysis might say that you are not made for each other. If so, then pull the plug and go back to the drawing board and keep looking and you will find the right partner.

From today's session: Scouting Ireland and IGG and ourselves have a good relationship already. We have practical examples of other organisations. We have capacity issues when it comes to collaboration with four staff and volunteer lead organisation. What can we do? We do a lot already and there are a lot of negatives. Am looking for a vision of what we can do. Identity is important and we should not disappear as an organisation.

Comment from Facilitators: Partnership has to be two way. Organisations are stretched. Funding capacity is difficult. Need to find capacity. With collaboration, you don't lose the essence but are actually influenced by the core of the other organisation and this adds value to the overall work.

From today's session: Interested in looking at collaboration including shared resources. We don't want to be consumed but we could pool resources, sharing key staff for example. We have a slightly different ethos to other organisations.

Comment from Facilitators: Differences are wonderful. Ethos is important. You need to think about what is best for the person you are serving. It is challenging and there are sacrifices to be made. This is regardless of size.

From today's session: Learn about collaboration within the youth sector and benefits to the organisation while still retaining our uniqueness as an organisation.

Comment from Facilitators: An organisation can be better without losing their identity.

From today's session: There are various options. Interested in the options for the way forward.

Overall comment from Facilitators: Today we are going to be looking at a lot of the issues you are interested in – case studies, experiences, options available to you, plans and structures for collaboration and partnership, criteria and share learning.

- Criteria – mergers, policy
- Risks – pros and cons – costs, capacity
- Case studies and experiences and practical ideas
- Options and ways of ‘doing’ collaboration
- Learning re: strategies survival
- Key steps – structure, plan

Defining Collaboration

John looked at the definition of Collaboration.



Collaboration in the voluntary sector: Opportunities, options, and examples from Ireland and other countries



Definitions for Collaboration

Collaborative working within the voluntary and community sector - also known as joint or partnership working - **covers a spectrum of ways that two or more organisations can work together.** Options range from informal networks and alliances, through joint delivery of projects to full merger. Collaborative working can last for a fixed length of time or can form a permanent arrangement.

It can involve working together on a specific project, delivering a service together, advocating on a particular issue together, or sharing space or administrative services.

It is generally **driven by a combination of internal and external factors**, which combine to create an environment where collaboration seems appropriate and/or desirable. These **factors generally fit within three overarching areas: finance, skills set and mission.**

Collaboration for Greater Impact (Ireland Funds & 2into3, December 2008)

When looking at what collaboration means, a combination of factors that are finance, skills and mission will determine whether the environment is suitable for collaboration.

Why collaborate?

If this meeting took place five years ago, we would maybe have three people here. Why? We were ‘awash’ with money and there was no push to do this. Times have changed. The drivers for collaboration are now largely financial and sustainability issues. There is pushing from behind.

If the only reason for collaboration is financial then it is doomed to fail. Ethos and identity are important and it distinguishes this sector – youth - from most others. People joined to volunteer/get a job and stayed with an organisation because they believe in what that organisation stands for/ is about.



Why collaborate?



What could / should drive collaboration among NGOs in Ireland?

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

© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

The mission of your organisation has to be open to collaboration. It is like when a relationship goes bad, when something isn't working; you begin to grate on each other. This can lead to an acrimonious break up. Why? It often can be traced back to not having the same set of beliefs. Organisations/individuals can start to dislike each other (emotive).

You must be clear in mind. What are the criteria for this collaboration and will this progress what the organisation is set up to do?

Money will be important but...it is not enough to focus only on the money. There must be other reasons. Government expectations are a driver in these current economic times. They are clearly looking for greater collaboration.

Example:

In a different sector, funders pulled eight CEO's together and said 'the eight of you are doing the same thing. We are not funding you all in the future. Why should we fund each of you anymore?'

Example:

There are 9,500 charities in Ireland. For suicide prevention alone, there are 56 charities registered in Ireland which has an overall country population of greater Manchester. Is there an argument for consolidation? Do we need all of these charities?

The above two examples, whether we like it or not, is the perception held by funding agencies. There is massive pressure to make cuts, to save money, to get better value for money, to do more

with less. If organisations appear to be doing similar things, have shared development needs, memberships from the same group of people, then it can force funders, in touch economic times, to question why they are funding a multiple of groups when funding one would do.

It raises a key question for the youth sector:

How can we all work together to support the people we were set up to serve?

Comment from the group on this:

My 14 year old daughter is a member of three organisations. These organisations provide diversity and there would be a loss in her life even if one of these were taken away or folded. The mission of youth organisations is the development of young people to become active citizens in society. It is more than a numbers game – it isn't and shouldn't be the more young people an organisation has registered means that the organisation is better than others. We need to provide a diverse range of services to young people and give them different experiences in life

Response from Facilitators:

Diversity is important and we are not arguing with that. However, whether we like it or not, the Government and Department are policy developers and key funders. They are sustaining your organisations. They need to ensure that limited resources are being used in an effective and efficient way and reduce duplication.

The Collaboration Matrix

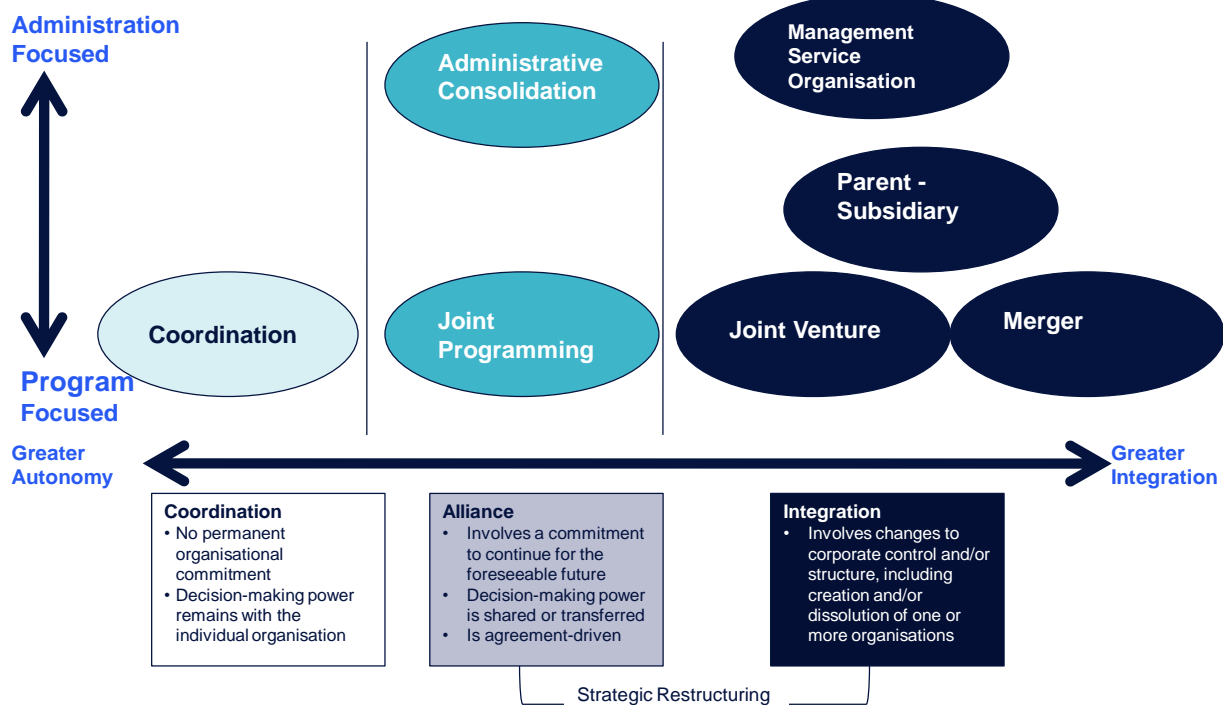
(Developed by David Lipina)



“The Collaboration Matrix”



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



The Matrix shows an x and y axis. To read it, start on the left from co-ordination over to merger on the right hand side. Merger is only one aspect on the spectrum. There are multiple options.

Co-ordination is the most informal and there is less informality as you move right/across the matrix. As you go up the y axis, it becomes more administrative.

At **Co-ordination stage**, there is no permanent organisational commitment in place. Decision making power remains within the organisation. Your own decision making capacity, the further you go across the matrix, reduces as you become more entwined with other organisations.

At **Alliance stage**, there is a shared body, commitment to the future. There is shared decision making. There is a piece of paper holding you together.

With **Integration stage**, there is a new entity and a new 3rd party. This may result in the dissolution of the original organisations.

Co-ordination

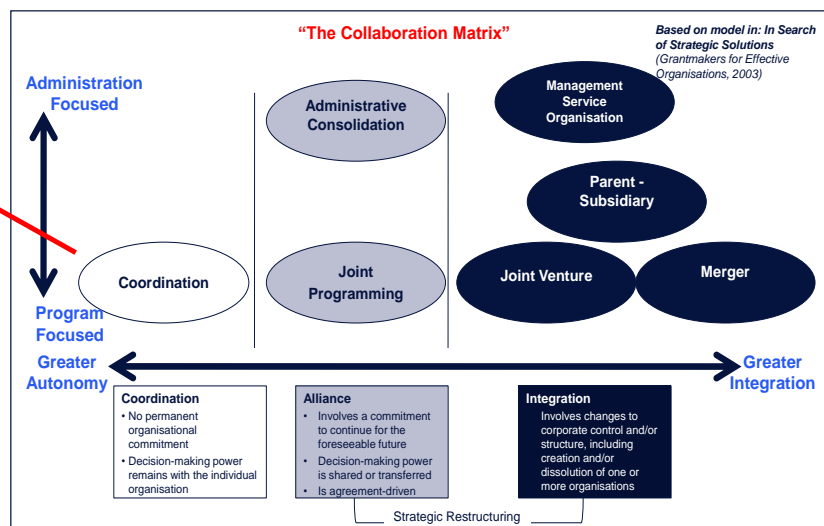


Collaboration in the voluntary sector: Opportunities, options, and examples from Ireland and other countries



“Coordination”

Organisational 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. Equality Rights Alliance



© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Example:

The Equality Rights Alliance. There were savage cuts to the Equality Authority. Organisations came together because all of them objected to the funding was cut from the Equality Authority. 160 members. It was a loose group of bodies to talk about common issues. The focus of the campaign was to share thinking. Quite loose. A shared agenda

Example:

Rural transport in Roscommon. 5/6 transport providers came together to co-ordinate and deliver in some of the most rural areas in Roscommon

Administrative Consolidation & Joint Programming



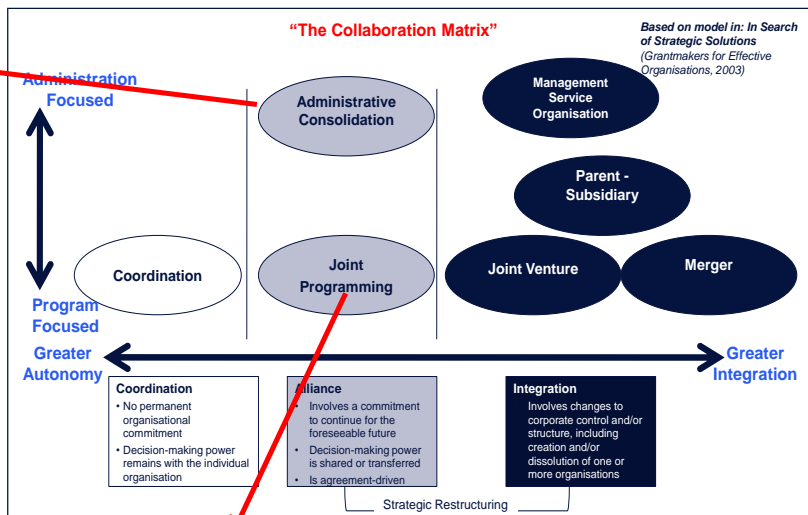
Collaboration in the voluntary sector: Opportunities, options, and examples from Ireland and other countries



“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.

Irish example: Irish Social Finance Centre, the Carmichael Centre



“Joint Programming”

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

Irish example: Concern and Suas jointly ran the “Building Unity Through Diversity” project 2006 – 2008; Older & Bolder; FOMACS, Ageing Collaboration

© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Administrative Consolidation - one of the options is back office or shared services between organisations – pooling resources.

Example:

Carmichael Centre was set up and provides accommodation/back office support for NGOs

Joint programming – mutually beneficial programmes agreed between organisations. This is where two or more organisations jointly run a programme.

Example:

Suas is an organisation that works with new graduates who fundraise themselves to go and work in India and Kenya. They go to various countries and work there for a while. Concern Worldwide also work in these countries where they have an established presence but do not have a constant supply chain of volunteers. It made perfect sense from the point of view of infrastructure and locations that the two organisations work together where Suas could provide young people to support Concern Worldwide programmes. They came together and have formed a very strong alliance

Example:

In the previous two elections, eight ageing organisations came together under the banner 'Older and Bolder', so that when people/politicians came knocking on their door, they had a stronger voice and shared their view of the National Positive Aging (strategy). It meant everyone was singing from the same sheet and now the group have influenced the Programme for Government. The election passed and the group have become more formal as a new organisation

Example:

On a sectoral level, Ana Liffey (Drugs drop in Centre) now share a person with Coolmine (provides residential treatment). This has assisted both organisations in their work

Management Service Organisation & Parent Subsidiary

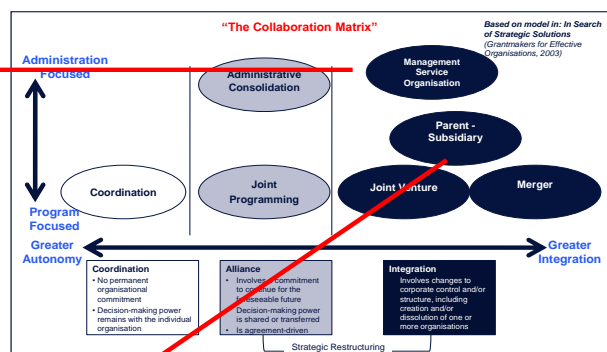


Collaboration in the voluntary sector: Opportunities, options, and examples from Ireland and other countries



“Management Service Organisation (MSOs)”

A group of voluntary organisations establish an MSO to provide some or all of their administrative functions. E.g. “Partners for Community” provides finance, HR, IT, office space and procurement, and organisational development services for six not for profit human service agencies in Massachusetts. Tides Fiscal Sponsorship model – provides the admin, legal, financial support so that initiatives and programmes can be run without formal organisational structures



One organisation oversees another; sometimes happen when two organisations would like to merge, but this might jeopardise a particular source of funding. E.g. Talbert House, Cincinnati, developed an affiliation with a mental health agency, Centerpoint Health. While Centerpoint Health is independent, Talbert House is responsible for the financial, human resources and quality and clinical services for this agencies; Gay HIV Strategies & GLEN

© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Parent subsidiary occurs when two organisations come together. A has funding as does B but it may not get the same funding from the same funder. In order not to jeopardise, it is possible to set up different relationships.

Joint Venture and Merger

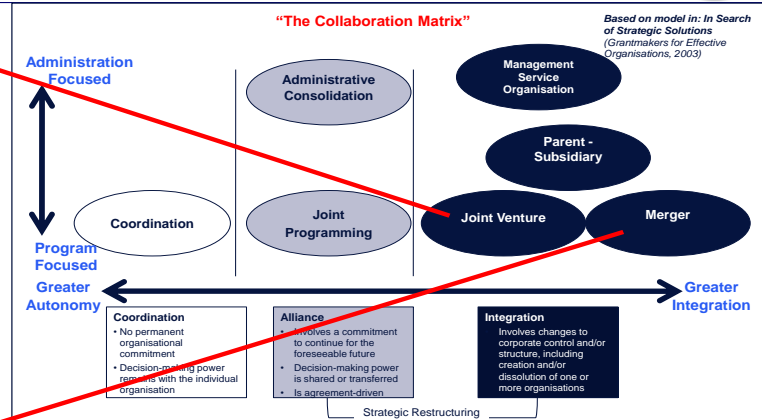


Collaboration in the voluntary sector: Opportunities, options, and examples from Ireland and other countries



“Joint Ventures”

Two or more organisations creating a new structure to further a specific administrative or programmatic end
E.g. Older & Bolder; Sustaining LGBT Communities, Monaghan Integration & Breffini Ltd



“Merger”

Previously separate organisations completely combine programmatic, administrative, and governance functions
Irish examples: One Family; Integration Centre

© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Collaboration Experiences in Ireland – Case Studies

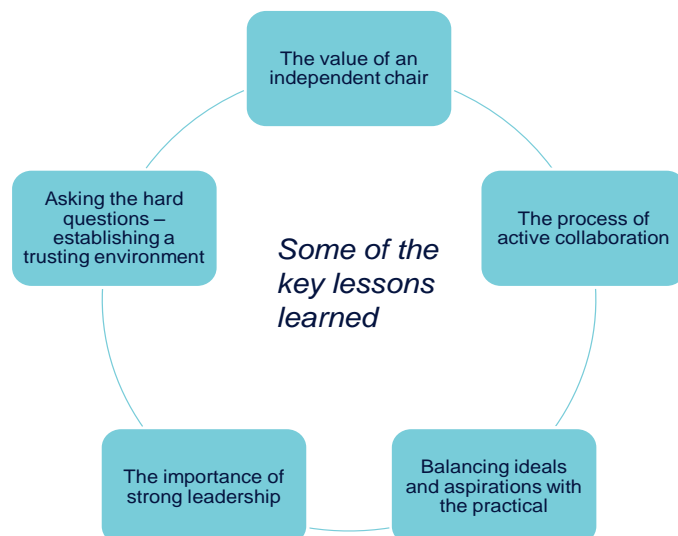


Case Study: *The Ageing Sector*



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

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



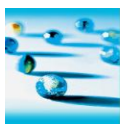
© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Key learning from this Case Study:

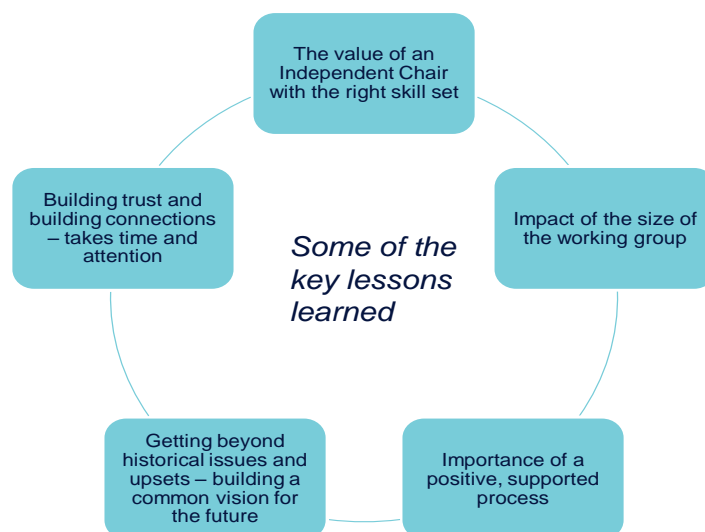
- **Value of an independent chair** – when bringing organisations together, there can be a power struggle (or elbowing) for control and it can take a while to get over this which can have long term repercussions for organisations if not dealt with properly. An independent chair can be objective and manage the process
- **Process of collaboration** – this can test the future plans for collaboration between organisations as they get used to working together. Some organisations may be more committed than others. If an organisation is seriously dragging or questioning the process, you may have to get rid of them. An organisation may say ‘we have to check back with our members’ – this may be a sign of non-committal. It is important to have buy in from everyone in order for the process to be a success. Commitment to being in the room is vital. You may find it difficult to reject an organisation but if there is any doubt then you should not be afraid to reject. It will probably enhance what you do in the future
- **Strong leadership** is important. To be visionary – why are we doing this?
- **Balancing ideals with practical collaboration** is important. ‘World peace a good thing’ – but what are the practical benefits of doing this?
- **Dealing with the hard questions.** There may be good reason why organisations haven’t collaborated in the past. There may be baggage/something in the past. You must deal with this straight up front. Otherwise, it is the elephant in the room. Timing must be right



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.



© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Nine organisations came together under an Atlantic Philanthropy initiative to work across the country. This had proven very challenging previously. Our role was to help identify where the issues were and to iron these out. Following some initial ‘storming’ they started to identify the big issues. They submitted an application and agreed to form a group.

Key learning from this Case Study:

- Name the issues that you may have with other organisations
- Build trust. If there have been issues in the past and where trust issues exist between organisations, this will take time. It is a gradual process and so it is very important to allow time to resolve these.

Question from participant:

Where there is pressure from a Government Department on organisations to merge— does the Dept understand the process involved in getting to know each other – particularly if organisations haven't worked together in the past or there is some shared baggage or outstanding issues to resolve?

Answer:

Probably not. The scenario is service provider vs. contractor. It is tax payer's money. The Department and Government are under pressure to cut budgets. There are shrinking resources to support initiatives. Based on this, officials are asking – 'how do we deliver?' This sounds very basic but savings have to be made.

Comment from participant:

Some sectors, for a very specific reason, have a long history of non-co-operation. Only now beginning to collaborate. It is taking a lot of money to support a collaboration process. This takes time.

Answer:

The UK Modernisation Fund has 16 million pounds. It is based in the Cabinet office which means it is high priority. We have done nothing like this in Ireland.

Comment from participant:

Personal relationships play an important role and are a key dynamic in creating working relationships. There is minimal risk because people are good friends and trust each other. Organisations that are not a good fit usually will not work together. Because some relationships are built on individuals knowing each other, the organisational relationship can suffer when an individual leaves.

Answer:

There may be organisations that you want to work with but where there is no personal contact. It is therefore difficult to know at first, how two organisations might gel when there has been no contact or previous history between them. You must start with the personal but do not depend on an individual only. You will be really exposed otherwise. The personal in the first instance is great but the more objective the involvement, the more sustainable the relationship will be into the future.

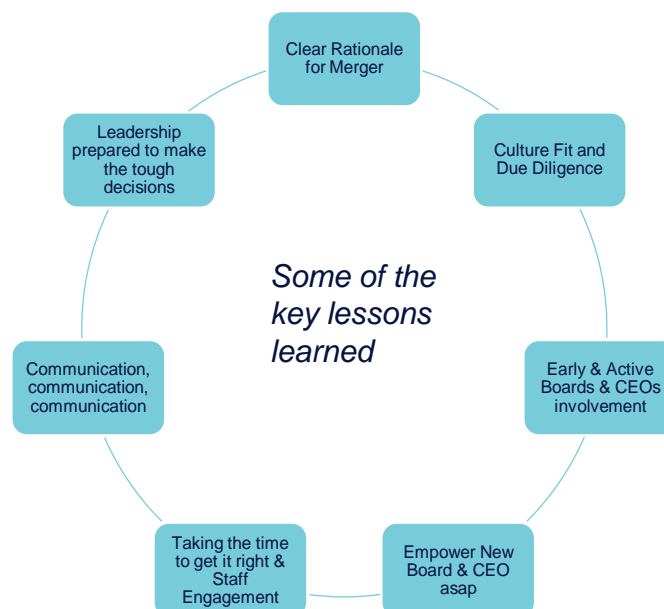
Additional comment: There can be a difference between CEOs and on the ground workers in terms of building relationships. Boards may want it to work but those on the ground may not or vice versa. It's important that all key players are involved and signed up.



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.



© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

A decision was made to merge three organisations - the Irish Refugee Council, Integrate Ireland and the Refugee Information Service. The three CEOs knew each other, sat down and decided to merge. After some time, the Refugee Council stepped out of the merger process. Integrate Ireland and the Refugee Information Service remained.

A number of mistakes were made during this process. Part of the reason was that it was one of the first mergers taking place just when the economy was starting to turn in 2007/08. The costs of the merger included twenty one different advisers, lawyers, consultations, etc

Key learning from this Case Study:

- There should be a clear rationale for a merger with other organisations
- Cultural fit and due diligence is very important to the process and future success of the merger. What may look great on paper can be different in practice. If there is little money to spend on a merger then it should be largely spent on the due diligence process. There are three levels that are key – financial, human resources and legal. Interrogate the books of the other organisation. There may be a great relationship between organisations. The culture may be perfect but then you find some pending legal case or debt or pension deficit when it is too late and you find this issue is going to kill the organisation. This is where you need to spend money
- A merger may fail if there is not enough time and effort put into to ‘doing’ the merger. A firm of solicitors could technically implement a merger in six weeks. It is a bit aggressive but possible. Really, to have a successful, long term outcome, eighteen months to two years should be set aside for integration after post merger

- Early involvement of Boards is necessary to ensure a successful merger will happen. CEOs may make great progress on the potential new organisation, how cost savings will be made, etc. It can get to the point – get to Board – and the CEOs have it all sorted. However, the Board in this case, turned around and asked what this was all about? The whole process unravelled and had to begin all over again. CEOs have important decision making power on this. However, and this is worth remembering, CEOs only have control over operational decision making but do not have strategic decision making powers. The Board is exposed if they are not aware of what is happening. Therefore it is important that there are no shocks or surprises for them. Board members are volunteers who meet every couple of months. CEOs are often drivers in their organisations and board members may be just rubber stamping for CEO's in some cases. Boards don't always challenge. There needs to be the right level of authorities and capabilities to do this
- Decisions on staff are important. Who gets the CEO's job? This can be one of the reasons for merger failure? If two organisations come together, neither generally wants to be subsumed by the other organisation. If 'your' person gets the job then it can get real tricky. The Transfer of Understanding of Employees (TUE) should be adhered to. There is legislation protecting against making any staff redundant following merger. Who gets the CEO position and how selection is agreed is an important issue for Boards and Chairs of the merging organisations and an agree mechanism is vital. The Chair of Board A may be under pressure to ensure values/ethos continues into the new organisation. In one example, merging organisations did agree that the CEO of Organisation A would assume the CEO role for 2-3 years. The other organisation would take on Head of Operations. This required a lot of negotiating for a CEO to drop to Head of Operations. It meant that the new organisation was able to retain two people of similar stature. Where a reduction of posts is required following a merger, incentivising someone to leave the organisation may be the best option. Courage is required from the Board on this. The Board should ensure that they are legally protected
- Who you confide in is hugely important. A person decided not to compete because of the news/gossip going around. Another person didn't countenance taking a lower paid job than CEO and now there are extensive legal proceedings. It is important to get the process water tight to cover yourself. Build your process. Can you justify this in court? Who is on the panel? What are their qualifications? What is their relationship with the individual? However, no matter how you protect yourself, you cannot stop someone attempting to take an action against the organisation
- There can be power struggles with/between Boards. The process however, starts with the Board. If you do well with the Boards, then the CEO negotiations should be easier. Driving a merger can be a lonely place particularly if you are the CEO of an organisation merging with another organisation. Remember the CEO is very vulnerable where the staff in the organisation will be jumpy as they look at the other organisation, the staff may be nervous. The Board will be looking at other issues. The CEO can be in a lonely place and under pressure.

Group Discussion

Participants were split into two groups and the first group answered the first three questions and the second group answered the second three questions. Each group got the opportunity to comment on the other.



Initial thoughts on collaboration



- What does 'collaboration' mean to you and/or your organisation?
- What are the key drivers and desired outcomes for your organisation from collaboration?
- What kinds of collaboration, if any, have you or your organisation previously been involved in?
- What lessons have you or your your organisation learned from previous collaborations?
- Have you any initial ideas or thoughts on potential areas for collaboration in your sector?
- What benefits do you hope to realise from collaboration?

What does Collaboration mean?

- Synergy
- Sustainability
- More efficient (HR, payroll, etc)
- Expertise and fulfil potential – meet the different needs of young people in Ireland.
- Means success
- Key mission and meeting needs of young people. Someone had something to bring to the table to benefit young people
- Can be strong sustainable and can be better
- NYCI/Youthnet – training/network/ delivery level – collaboration is part of our DNA
- Don't communicate very well. Are we collaborating with right type of people – business? Health? Education? Bring people in from outside – expertise. Retrain staff. Employment, health, deep issues. Do we take ourselves seriously? What about outside the sector? Is it business as usual? Who are the key partners needed for collaboration from outside the youth sector
- Time and capacity is needed and it's not there
- Picking the right partners

- Funders perceptions can be wrong – should know the efforts we are making
- CEO to increase impact – partnerships outside our sector
- Young people needs are met. Impact and mission in collaboration with young people

Comments:

There is a threat with collaboration. We set out to support each young person. The Department wants us to be collaborative. If one organisation folds as a result then there will be less provision of services. What we deliver is for all young people

Collaboration should be seen as an opportunity as opposed to cutting services in an area

We collaborate all the time

If you are big/best organisation, that can be the hardest place to be – everyone is looking at you

Drivers/outcomes

- Finance
- Resources
- Show a lead
- Do things better
- Extending reach
- Able to support/share expertise
- Government expectations
- Young people
- Response to a local need because there is no provision from central government. Charities start from the ground up – vision and activity

Comments:

“Cohese” you into forced mergers/changes

We respond to local need. We are not duplicating. In parishes around the country, there is no duplication going on. We are a diverse body of organisations

If we were government employees we would be moved to areas of greatest need. But we are not.

We have flexibility to do something

We are all funded by government

Encourage young people to be active citizens – they have the right to choose. Independent rationale for decisions

Universal services are being hit really hard – how to articulate this?

So strapped for cash – pressurised

Sell what we are doing. Government perception guides behaviour

Kinds of collaboration

- CGI, ICC – Council of Irish Guiding Associations – international WAGGS. Essence of collaboration includes joint training and international participation – from both organisations to GE Worldwide. SI, IGG, CGI – we meet up and share policies, etc. Twice a year we meet. We differ in terms of religious founding, tradition, age of organisation, identity and ethos
- Webmaster – twenty hours a week for three different sites, different target groups, based in one office
- BeLonGTo partnership means we have specific LGBT programmes in our organisation. Some services wouldn't be there only for this
- SpunOut is about youth media and youth information. They have an online presence and we have an on the ground presence. We know young people are accessing information online and we provide on the ground members
- Collaboration happens between north and south

Comments:

Deep end – throwing people in but need to paddle first

Pace – the organisation might not suit the organisations funders

We are sitting here – members of NYCI. We are collaborating but not good at selling this

Are you at the right place to deliver mission in a sustainable way?

What battles to fight and what to do?

Lessons from previous collaborations

- Relationship and trust
- Understanding working styles
- Mixed/differing levels of commitment – ready to go vs. not so ready – a frustration
- Takes more time than you think
- Should be a clear reason why you are collaborating
- Communication – top down, bottom up, across
- Performance can be affected – there's the day job too and this can be impacted
- Skillsets – due diligence/governance capability
- Collaborative working can reduce creative thinking
- Ground rules from the start
- List and log assumptions on an ongoing basis
- Power is a critical issues in collaboration
- Sharing a vehicle is more than sharing a vehicle. There's insurance, maintenance, responsibility, formality alliances
- Ideas and thoughts should be honestly shared
- Premises – physical resources – what to do about these

- Joint programming (why doesn't it happen more?) – capacity to deliver, decision making – time or capacity constraints big issue; understanding and awareness – what others do e.g. 200ml euros, can't get rid of staff, 85% budget staff, saving 1.5% if shared services
- Is shared service value for money?
- Build capacity to remain competitive – measure and display impact
- Training
- Purchasing
- Staffing
- Tendering in NI already – is this the way we are going in ROI
- Identity – you don't necessarily lose your identity. If you are very strong on what you do – national lobbying, advocacy – because of structure you have in place

Ideas and thoughts

- Premises/physical resources – alliance
- Joint programming
 - Time and capacity constraints a big issue
 - Understanding and awareness of each other and joints plans for the future – communication is very important
 - Capacity to deliver
- Shared services
 - Value for money question?
- Decision making process – is it clear?
- Build capacity to remain competitive (policy)
- Measure and display impact
- Training
- Purchasing
- Staffing
- Joint funding application e.g.EU funding (new opportunity)
- Getting Board backing can be difficult/a barrier
 - Trade off Board time
 - Timing is critical
- Volunteer consultation is important
- Governance is vital throughout the process
- Knowing what opportunities exist
- Networking and getting to know others in the sector
- Competitive element in relationships
- Collaboration – we are under pressure from the outside now
- Relationships
 - Mutual understanding – should be non threatening with trust and understanding between organisations
 - Recognition of need to identify WIIFM (what is in it for me)
 - Capacity to develop the relationship and undertake collaboration
 - Culture of change – viewed as a threat rather than opportunity
 - Perceived loss of identity/ethos

Comments on loss of identity/ethos:

Our organisation had a three way collaboration previously which was short term, lasting three months. Young people were learning new skills. There was no loss of identity/ethos. It was a celebration of young people in the area

Identity loss or historical ethos changes or moves over time. Do we hide behind this sometimes? In answer to this question, for example, let's take physical disability and intellectual disability. Both groups are within the disability sector but one group would identify with the Special Olympics and the second group with the Para Olympics. There is nothing wrong with a little bit of identity and having a clear reason for it

There can be baggage with the organisation – the fact of an organisations existence (how it came about) and this is something that needs to be considered

An organisation with 700 volunteers undertook a change name survey. It was felt that having a particular word in the organisations title could act as a barrier for participation against the organisation. Most people said keep the name because it is part of our identity. As a result, we did not change the name

Ethos and identity can be used as an easy barrier to prevent something happening – sometimes even stopping debate. If you are not talking about merger then this is not relevant and it is not affected

If we want to do something it is not based on ethos but depends on the piece of work

There is a fear that if your work opens up to a wider group you could lose the identity of the organisation. But what does it matter – identity? It is a means to an end. Surely if it means you can deliver better product, this is a good thing?

In some areas around the country, targeted work took over and many clubs fell apart. We are trying to revitalise these areas again now. Funding was available for drug abuse/alcohol work and if you didn't tick that box you lost your core identity and potential for funding

Our involvement with 'Care after prison' doesn't carry our name, badge or logo. It is independent now

Core/mission/vision doesn't mean much if collaboration doesn't fit. Why do it in the first place?

Collaboration/mergers – there are clear differences in meaning

There are more benefits to mergers/collaborations between dissimilar organisations because you can get huge crossover

Practical steps – to be done

- Collaborations should be seen as non-threatening – need to sell the benefits
- More discussions and increased awareness of the how and why
- Networking opportunities are required for people/organisations to get to know each other
- Start small – big bang
- Be open to collaboration

Benefits of collaboration

- “Bigger bang for your buck”
- If managed appropriately can create innovations and capacity
- Strengthen relationships
- Learning from others
- Collective and stronger voice
- Support from each other – energy
- Better service provision and outcomes for receivers/young people – better learning outcomes
- Potential growth in membership
- Integration and inclusion of young people across services
- Exposure to different culture – increased impact across whole society and understanding

Comments:

Collaboration is a non-issue as we do it. The question should be does it make a difference?

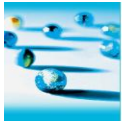
*We are not good at communicating collaboration. Is it understood by others? Do we make it clear?
I'm not sure*

Collaboration – what we perceive/see. What does the outside see looking in?

The two final hurdles at the end – committees and CEOs, this goes back to power and control

Have to question – who really are we here about?

**** Lunch Break ****



“Collaboration” Processes: How to ...

© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

After lunch, participants focused on collaboration processes –the how to.

Firstly, three flip charts were placed on the wall with three questions to answer.

Participants were asked to rank where they thought the youth sector was currently, in terms of collaboration. The result found people believed the sector to be ‘fair to middling’ for collaboration.

Participants were asked where they thought the youth sector should be in two years time. The result was a definite move right, towards more collaboration.

Finally, participants were asked to rate their own and their organisations standing in relation to collaboration currently. There were a range of responses from low collaboration to being totally open to collaboration.

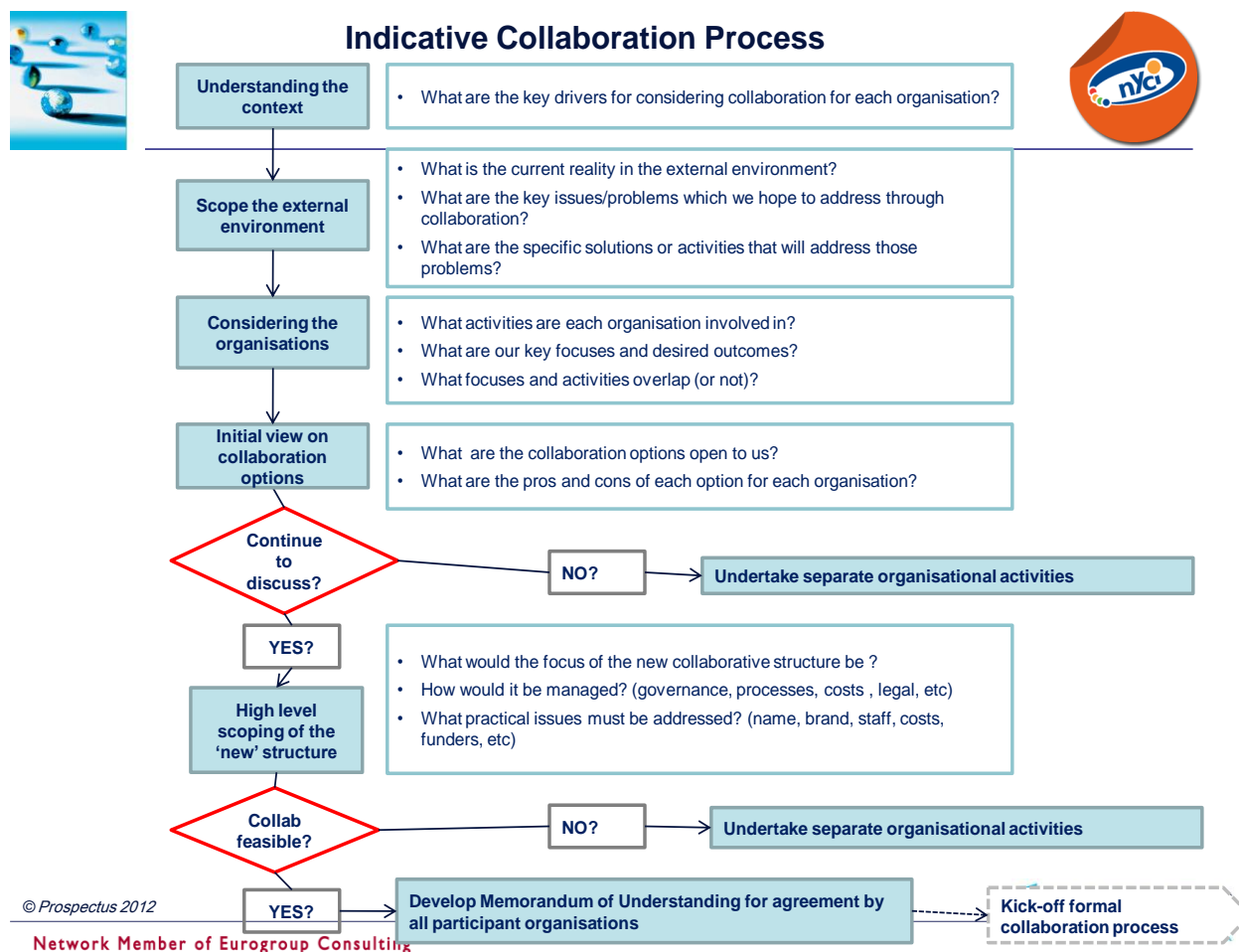
This activity assisted participants and facilitators in discussions later in the afternoon.

John and Pedro began an in-depth discussion and explanation of what collaboration would mean for organisations in terms of the process to follow.

Key barriers to being more open to collaboration

- Rhetoric (doing/saying) – status quo is fine until we have to do something. If driven by need/ethos
- Size of organisation – easier for me to dialogue with others. Less management so easier to change. Not many processes/common
- We all think that we are great at what we do – “they couldn’t do it as we could”. Youth sector is no different from any other in this. We believe what we are doing is unique

Indicative Collaboration Process



Common flow chart

1. Context – what is driving us to think about this?
2. What organisations suit my need?
3. Drivers – activities fit
4. Various options – which of these suit me? Decision making boxes yes or no? Why a no? Done scoping at this stage. Do we discuss this? Do we move forward? If a yes? Scoping what new collaboration might look like. Focus? Formality around it?
5. Does it stack up? Feasible? Does it do what we want? One organisation we worked with went far into the process but, at the critical point, they said no, this is not for us. Right thing to do. If no? Try to build understanding for the future. What stopped making it happen? If yes? Depending where going – put in place MOU?

Indicative Merger Process



Indicative Merger Process



Update both Boards on progress

Update staff on progress

© Prospectus 2012

Network Member of Eurogroup Consulting

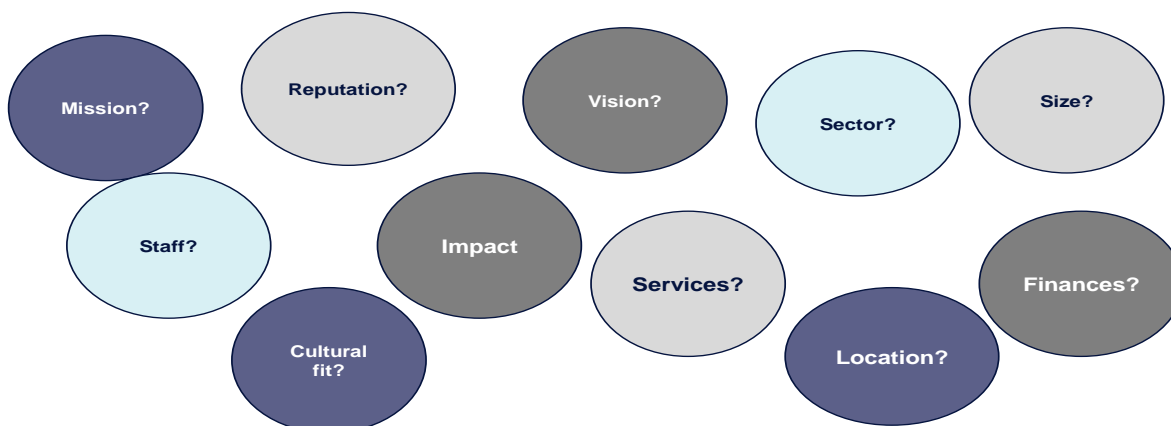
PROSPECTUS
PUTTING STRATEGY TO WORK

There are five steps in the merger process. Step 5, merger implementation, can take 2 years alone.

Targets for collaboration



Targets for Collaboration – Potential Criteria



The ranking of these criteria depend on your particular circumstances

© Prospectus 2012

Network Member of Eurogroup Consulting

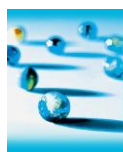
PROSPECTUS
PUTTING STRATEGY TO WORK

Potential criteria:

- Mission – does it match ours?
- Reputation, is it sound? Guilty by association – beware of this

It is a matter for organisations to decide which of the above are most important. You could start with 100%. Divvy out the criteria. For example Location gets 10%. When 100% is divided up between the criteria, go back and look at how you weighted the percentages. If cultural fit for example is 30% and staff 20%, is that correct? Are they the same in value? This forces you to think. Which are the most important criteria for you?

Potential areas for collaboration



Potential areas for collaboration



1	Physical Space
1.1	National, Regional, Local Offices
1.2	Meeting space & activity space
2	Shared Services
2.1	HR (Policies & Administration)
2.2	Training (Volunteers, members, staff)
2.3	IT support & Training
2.4	Shared membership databases (development and management)
2.5	Accounting & Book-keeping
2.6	Payroll
2.7	Administrative Support
3	Collective Purchasing
3.1	Legal Advice
3.2	Insurance
3.3	Office Supplies & Equipment
3.4	Telecoms
3.5	Transportation
3.6	Hotel/Room Hire
3.7	Printing & Publishing
3.8	Auditors

4	Funding
4.1	Funding for your members (lobbying for increased resources and funding streams for your members and issues related to your sector)
4.2	Strategy for increasing core funding from government to NGOs
4.3	Accessing EU funding (identifying what's available, how to apply, understanding the processes, writing funding applications, etc)
4.4	Fundraising (from the public, corporates, etc.)

5	Joint Organisational Development Work
5.1	Policies relating to programme work (e.g. Volunteers etc)
5.2	Joint programme work
5.3	Board training & governance (boards and/or representative committees)
5.4	Research

KEY:

Keen to collaborate in this area – we will work up more detail on how this might happen
Could potentially collaborate - investigate further
Not interested in collaborating in this area as part of this initiative

© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Among the areas of collaboration include:

- Physical space
- Shared services
- Collective purchasing – five organisations coming together to see how they could save money – auditing, legal advice, purchasing, etc. They thought that the money saved would go towards the next stage of the planning. It turned out that they actually saved no money on this.

Not for Profit organisations are good for getting pro-bono savings.

Comments:

Shared web resources between three organisations is a very positive initiative for us

Our organisation along with others were going to all move in together under one roof and thought that we would save on rent. It turned out that it would have cost us more so the plan fell apart

Regarding funding, the indications are that there is a move towards more competitive tendering for services. Organisations will be killing each other to get it. We need to think smart about how we would work together and be more competitive. Other services are lining up and getting ready for changes. How can we compete? This is reality whether we like it or not

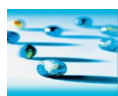
Need to look at the marketing capabilities within organisations. Communication is important. Need hardcore marketing. Perhaps we can do joint organisation development work including health and safety/hr policies, etc? It doesn't make sense to reinvent the wheel. Organisations should and are coming together on policy areas - copy and paste can work very well, tailoring aspects for your own particular organisation. Need to work smarter in the future

Training in the youth sector to meet specific needs – leverage from each other. It is not always as obvious as you think

Research should be used and thought about in collaborative way. From a policy perspective, evidence based programming is required – something to support the reason why “this is a good thing”. Different organisations tend to do different pieces of research. Increased importance from funding perspective to work together on this

Collaboration should be based on the ability to have the right conversation with the right people to allow access to the right organisation

Discussion on areas presenting the most opportunity in the youth sector



Discussion



- Which areas present the most opportunity in the youth sector?
- How can collaborations be initiated?
- What are the big challenges facing organisations wanting to collaborate?
- What can be done to overcome these challenges?

How can collaboration be initiated?

- Honesty
- Personal interaction
- Obvious benefits to/for both parties
- Participation and opps at events like this
- Forums
- Depository express of interest. Safety, confidentiality, matchmaking
- Plan
- Networks (smaller orgs)
- Ask – worst can say is no (need to have some plan in place before you ask – something that is viable. CEOs don't have time so more focussed you are the better the chances)

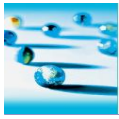
Key challenges

- Lack of fit – culture, etc
- Bringing org (members/everyone) along (not everyone may want to get on the bus) (key stakeholders – staff, young people, etc)
- Fear of loss of identity (history, politics) – reluctant to share
- Outside/external pressures. Funders
- Laziness/complacency. Element doesn't want change
- Starting – 1st steps
- Type/level/right level of collaboration – 3 different stages
- Finances/risk assessment (incomplete due diligence process – had to downsize as a result which was very painful)
- Lack of capacity
- Energy level – involved in trying to do something different

Overcome barriers/challenges

- Get people talking about it – Boards address hard questions
- Don't be afraid to do it. Take controlled risks
- Coffee – energy and drive
- Identify what is in it for me (WIIFM)
- Communication – planning out, reasons for it, throughout orgs. Simultaneously comm
- External pressure: communicate within and outside – benefits (PR)
- Story focused
- Positivity in moving forward
- Structure – agree chronology and action (2 orgs pressurised to come together by HSE – date? As 1 entity? Changed whole thing. D day. Made all difference. 1.5 years talking about it)
- Identity – acknowledge what is important – must keep – deal breakers
- Taking advice – use of professionals to explain – external people
- Chair and CEO committed
- 1st step – step to step – incrementalism (small fires coming together) or big fire in one

Risk assessments (in collaboration) – vast range of collaboration



Collaboration Processes: Risk Assessment

© Prospectus 2012

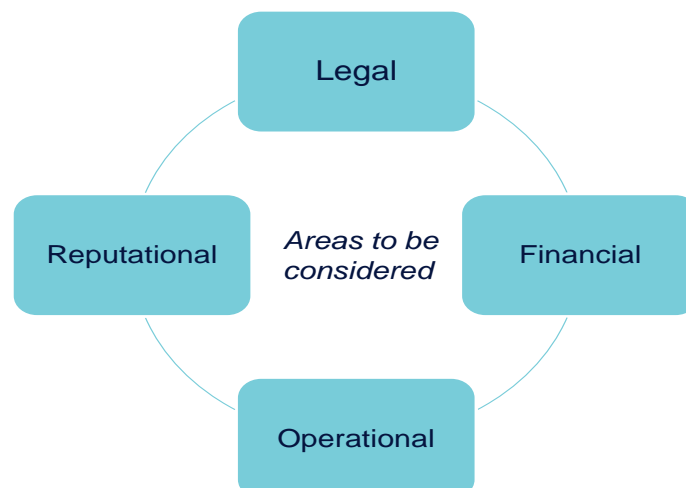
Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Areas you should assess



Areas you should assess prior to engaging in any collaboration process



© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK



Discussion



- Outline all of the risks under each heading
- When instructed move to the next flipchart, where you can:
 - Add a comment
 - Question an existing comment if it doesn't make sense
 - Tick if you agree
 - X if you disagree
- Bring your allocated marker with you

© Prospectus 2012

Network Member of Eurogroup Consulting

 **PROSPECTUS**
PUTTING STRATEGY TO WORK

The overall outcome from this activity highlighted the differing opinions of how risks can be viewed. The important learning from this activity is that risk should be identified early on, before the process takes hold to ensure potential problems are dealt with adequately and with minimum risk to the organisations involved.

Legal Risk (Red group)

- Corporate governance – directors responsible
- Employment law – contracts, etc
- Property and costs
- Pensions – transfer of undertakings
- Company law – procedures, structures, paperwork for new company, trust deeds/company seal
- Potential lawsuits/action/labour court
- Liabilities – MOU (green group added - key at any level of collaboration)
- New service contracts – redraft for existing users
- Complaints/grievance procedures in place

In addition (Green group)

- Health and safety statements
- Training of staff
- Appropriate policies

Comments:

For one group, they felt that there has to be an employer involved who should/would understand the implications. With corporate law/governance and employment law (contract for service – renewed

contracts and so on), these are implications of the process rather than risks. It is the organic part of change rather than risk. Another comment in response – ‘Risk issues are not minimal if you forget about them’

Legal risk is what will trip you up. You have to be sure

One group disagreed with the Company law point as they believed this to be part of the package rather than risk. Their argument being that ‘we know that we have to do this’

There was disagreement that new service contracts pose a risk. An example of existing security and cleaning contracts was given. If merging, these individual company contracts are null and void and need to be renewed again. If you are not paying attention then these can slip through cracks

It was felt by some that having complaints/grievance procedures in place as well as health and safety statements and training of staff was more operational

Operational Risk (Green group)

- Human resources/capacity
- Delivery of expected impact (how many does it reach)
- Losing sight of core purpose
- Risk of alienation of stakeholders
- Dilution of standards
- Cooperation of teams at all levels (paid and volunteers)

In addition (Red group)

- Communication – lack of/badly rolled out
- Timeline
- Drop in performance – staff/volunteer motivation – poor change management
- Maintaining business as usual around the change

Comments:

What about impact? How many does it reach? You set out to deliver x amount and don’t deliver that. The risk is what? Funding? You could say this about any project not just collaborative projects. Comment in response ‘It is still a risk’

One group disagreed on the ‘losing sight of core purpose’ point. It was claimed that this is strategic and not operation. In response, it was said that a project could be operational and could lose sight of the future or the process

There was disagreement on the ‘dilution of standards’ point where it was pointed out that collaboration by its nature is about enhancing standards and learning from each other. The flip side of this is if one organisation believes this and does it and the other fails to, it will lead to a non-harmonious relationship

Reputational Risk (Brown group)

- Boxed in (being seen as a participant type of org because of colleagues) (red – or public misunderstanding)
- Branded and categorised
- Bad press rubbing off on you (guilty by association)
- Small collaboration project failing can affect the whole organisation

In addition (Red group)

- Overshadowed by partner organisation – affects support base, members, etc
- Due diligence process

Comments:

On the 'bad press rubbing off on you' point, it was felt by some that if we all look in our history we'd find bad press ourselves. There must be a percentage of collaborations that are not successful and there needs to be a level of tolerance around this – it is worth trying but not everyone will succeed. However, in response to this, participants highlighted that even when a small project fails, it can have a serious impact on the whole organisation. It could possibly affect reputation. Recovery would depend on the size and profile an organisation has. For example, if there was a child protection scandal in youth work, this would affect all youth work organisations because, in part, of other people's perceptions

The promoter of collaboration, usually the CEO is at biggest risk and particularly internally there is a credibility risk. The impact on the individual is internal and external

Financial Risk (Black group)

- Outstanding debt/liability
- Loss of income (green group – and loss of funding sources)
- Transfer of undertakings

In addition (Red group)

- Lost implications of process of merger
- Loss of productivity
- Full analysis of any financial benefits
- On costs – staffing, redundancy, etc

In addition (Green group)

- Admin e.g. year end could vary. Different auditors/accounting standards

Comments:

Loss of productivity point was clarified. If an organisation is contracted to deliver x and if they are unable to deliver, there will be a financial liability. If an organisation has money left over at the end of the year, this is a financial risk for the organisation

On the cost implications of the process of merger, some believed this to be process. Full analysis of any financial benefits is part of the process. Due diligence will establish this risk in identifying budget and time needed to undertake the merger. Others believed that there is still financial risk from unanticipated costs. Pro-bono doesn't always carry pre-agreement

Redundancy and staffing costs should be implicit in the cost of the process. However, organisations may have to incentivise some to move on

You cannot let people go because of a merger. In due time, if it is not commercial/viable to retain post, then yes

There was one comment with which no one agreed – ‘With good diligence there are no risks’

Final part of day

Each participant was asked to give their key take away from the workshop.

A: Appetite for collaboration from the people who are here. Collaboration is a systematic process with a beginning, middle and end

B: When you look at the obstacles, they do not amount to a hill of beans. Once the will is there it will happen. The will to succeed and will to overcome obstacles

C: NYCI facilitation of this event has sowed a seed between two participating organisations – potential collaborative project between the two organisations

D: There are different stages of collaboration and lines of alliance and there is a formal process. Look into formalising of alliances

E: Easier than I thought. Obstacles are not as bad as I would have thought. There are different levels of collaboration. Both of us here, we can try sell some of this and get the conversation going. Easier to tack when there are two of us. Clarity from this meeting will help us sell the idea

F: Opportunities and options for collaboration. There are lots of ways to do this. There is a lot of work in collaboration and risks and work. It takes will to take ideas and collaboration forward and there is a stepped approach and logical process which is good. 80% mergers fail – fail to meet immediate expectations. Why do it otherwise? Clarifications are important

G: Appetite for collaboration is there. Take from today, follow up steps on small scale. NYCI have started ball rolling

H: Already said – encouraging people to be pro-collaboration. See practical things and not have eyes shut. There are strategic things to be aware of on an intellectual level. Encouraging us to keep on the straight and narrow in terms of the legal, operational, etc

I: Sense of collaboration is reaffirmed today. It was helpful to highlight the different stages of collaboration. I am out of the head/mindset of merger. We all have something to bring

J: Open to collaboration. Groups/organisations clear what they want, why and who to benefit. Good to meet other people too

K: Collaboration means what we do and what we could do. I met great people. Learned more about what collaboration means

L: Clearer understanding. The workshop helped me get rid of some of the daunting aspects. Start small. Learned a lot

M: Collaboration – doing it. Can do it; Different levels: Learnt practical way through the maze, guidance, help if thinking of merger. Do need to be prepared before hand

N: If invited or compelled to work collaboratively – we know the process to go through.
Collaboration index – strong part of my work

Questions

Q: What would you recommend as **next steps**?

A: C's contribution is interesting. The more you meet the more you understand where possibilities lie. The collaboration process can be beneficial. You should challenge and set about initial steps to do it. There is a sectoral role and how you go about this. Consider hosting speed networking opportunities to see where collaborative opportunities lie. Where you need to or might work

Look at your business plan for the next three years. By collaboration with others, can I reach impact and what will the effect of this be? What are the strategic priorities of the organisation?

Identify what you want to achieve and what organisations do you need to achieve this

NYCI could assist with this contact making where we could make contact with others through them. Not a brokerage but for creating opportunities. So that people can see meaning. It not just a get together

Q: What is the opportunity to communicate something positive about this workshop to others?

A: We are writing up the content of and outcomes from the meeting. We will circulate the information including the slides to you all and this will go to the Board of NYCI also for discussion

Final Comments

We are not there yet in terms of collaboration but we are on the road to identifying areas for potential. NYCI could create opportunities for networking because unless you are at the centre sometimes you don't know who to talk to

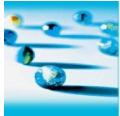
The key thing to remember is that collaboration takes time. There must be a rationale. It must be beneficial to young people

Is collaboration value for money? For shared services – where is this value? If there are no benefits, then why do it? Also there needs to be some acknowledgement or recognition given to the issues involved in collaboration. That we might need to be cut some slack when doing this

A Modernisation Fund providing support would be wonderful – how might this be progressed?

The other message we need to get out is that collaboration is happening – we have examples of this including the Garda vetting undertaken by NYCI for smaller organisations in the sector

Look out for a Good Practice Guide being developed by the Wheel on collaboration –
'Collaborate to Innovate'



And finally



John Crimmins
(086) 052 0998
jcrimmins@prospectus.ie

© Prospectus 2012

Network Member of Eurogroup Consulting

PROSPECTUS
PUTTING STRATEGY TO WORK

Report written by Valerie Duffy