

Environment

History of collaboration

Prior experience of cooperation either between individual partners or between the groups/communities they represent facilitates better understanding and creates trust in the process.

Legitimacy

The collaborative group is considered a legitimate actor by the community it aims to serve.

Favorable political and social climate

Political leaders, opinion-makers, and the general public support (or at least don't oppose) the mission of the collaborative group.

Members

Mutual respect, understanding, and trust

There is understanding and respect towards the way the respective organizations (and individuals) operate, their cultural values and norms, limitations, and expectations.

Relevant representativeness of members

The community the partnership aims to serve, as well as all other segments in society that are needed to tackle "the problem," are represented.

Membership out of self-interest

Benefits of membership are visible to the partners to offset "costs" (e.g., autonomy, turf).

Ability to compromise

All persons involved in the collaboration process are generally willing to compromise.

Process and Structures

Stakes in both process and outcome

There is ownership and positive identification of members with both the process, as well as the results.

Multiple layers of participation

Active involvement in the collaborative efforts exceeds the executive layer and ensures the involvement of other layers in the organization.

Flexibility

There is an openness in decision-making, as well as in terms of working approaches.

Clear roles and policy guidelines

There is a clear understanding of roles, responsibilities, and decision-making in the process.

Adaptability

The partnership is able to sustain and handle changing conditions.

Appropriate pace of development

Growth occurs slowly, step by step structure, resources, and activities change over time to meet the needs of the partnership without overwhelming its capacity.

Communication

Open and frequent communication

Collaborative group members interact often with one another and are kept informed.

Established informal relationships and communication

Beyond formal communication channels, members in the network also establish personal connections.

Purpose

Concrete attainable goals and objectives

Goals are realistically attainable and members of the partnership have a clear understanding of them.

Shared vision

Members of the partnership share a joint vision.

Unique purpose

The purpose of the partnership differs, at least in part, from the mission and goals of individual member organizations, because the goals set for the partnership would not be attainable by one organization alone.

Resources

Sufficient resources

The partnership has adequate funds, staff, material, and time for their cause.

Skilled leadership

There is a skilled and legitimate leadership or a functioning shared leadership system within the collaborative group.