



## CCCN STRATEGIC ALLIANCES AND PARTNERSHIPS POLICY

### **POLICY:**

This policy specifies criteria and activity to support the development of CCCN's strategic alliances and partnership activities.

### ***Definitions***

A *strategic alliance* is usually a less formal partnership. It is the simplest form of joint activity requiring little or no capital investment. It can be conducted within a shorter timeframe, and it does not require a formal agreement. Advocacy initiatives are often strategic alliances.

A *partnership*, as the term indicates, is a joint activity which is more prescribed and is usually conducted within a long timeframe. There is, customarily, a significant investment made by all parties in the partnership, and all parties stand to benefit or lose from the arrangement. Partnerships often relate to product and service delivery.

### ***Guiding Principles***

The seeking out of strategic alliances and partnerships and their development and maintenance shall be guided by the following principles:

1. Only organizations deemed appropriate and compatible with the vision, mission, goals, strategies and policies of CCCN will be considered.
2. There will be measurable benefits for CCCN members.
3. CCCN must receive equal or more value than the other organizations involved.
4. Each organization must make a contribution based on agreed expectations and targeted outcomes, and must actively participate.
5. Information shared between CCCN and the organizations, as required, must be kept confidential.
6. Accountabilities and responsibilities for the development and management of strategic alliances and partnerships must be clearly articulated, understood, and complied with.
7. Strategic alliances and partnerships will be formalized through a Memoranda of Understanding, Letters of Understanding, or a Contract.

Each proposed strategic alliance or partnership is to be determined on a case-by-case basis to see if a strategic alliance or partnership is in the best interest of CCCN. Consideration will be given to the compatibility of strategic intent and direction of each organization; the value added by a strategic alliance or partnership; and the expectations regarding each organization's participation and level of commitment before entering into an alliance or partnership.

Termination of strategic alliances will occur when the strategic alliance organization: uses the CCCN name outside the parameters of the agreed upon arrangement without prior consent; develops a public image inappropriate to CCCN's services and objectives; violates the confidentiality requirements; and when the organization fails to deliver the agreed upon resources and services.

Termination of partnerships will occur when requirements spelled out in the partnership contract are not being met and the partnership is not able to function as intended. All strategic alliances and partnerships shall be approved by the Board of Directors.

**PROCEDURES:**

This section includes responsibilities and "how to" information to support the above-noted policy.

Strategic Alliances and partnerships, as required, will be sought out and developed by CCCN staff and/or Board members. When it is deemed appropriate, the Executive Director and the President or their representative from the Board will be involved in the discussion and negotiation of alliances and partnerships.

Each strategic alliance and partnership advanced to the Board of Directors for consideration shall include, on case-by-case basis, information on the value and relationship to the principles as outlined in the policy, along with the proposed document to establish the arrangement.

Each Memorandum of Understanding, Letters of Understanding or Contract for an arrangement, in addition to legal aspects, shall cover the following:

- Goals and expected outcomes;
- Clarification as to organizational boundaries and ownership issues;
- Identification of a process for communication and decision-making;
- Reference to financial costs and responsibilities;
- An evaluation process, including the use of performance indicators;
- The arrangement timelines and dates for deliverables; and
- Identification of specific responsibilities for those involved.

The Executive Director shall arrange for:

- support of the arrangements as agreed to by CCCN;
- board and staff orientations to include information on strategic alliances and partnerships in place;
- a list of all strategic alliances and partnerships to be maintained. The list shall indicate the name of the organization, the purpose, the date and information on expected deliverables;
- reports to the Board of Directors on the progress of arrangements; and
- the termination of arrangements, if required.