Collaborative Advantages: The Role of Inter-Organizational Partnerships in Enhancing Organizational Capacity

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In most Western countries, youth sport programs are now delivered primarily through non-governmental organizations such as community sport clubs and membership associations (Misener & Doherty, 2009). In particular, nonprofit organizations have become an integral part of “grassroots” sport participation (Seippel, 2006). Similar to public and private organizations, the effectiveness of nonprofit organizations is contingent upon their organizational capacity (De Vita & Fleming, 2001). Organizational capacity refers to the ability of organizations to identify, access, and leverage resources to achieve stated goals and objectives (Paynter & Berner, 2014). Resources are characterized by external dimensions such as capital infrastructure and financial support, and internal dimensions such as strategic planning and volunteers (Misener & Doherty, 2009). Organizations with strong capacities are more likely to plan, implement, and sustain programs that achieve intended goals, while organizations with limited capacities are more likely to encounter difficulties operationalizing their plans (Eisinger, 2002).