Nonprofit Collaboration Toolkit

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INTRODUCTION

Collaboration is not easy or linear, but when done right organizations can accomplish things they couldn't do on their own. This toolkit aims to provide nonprofits with information and resources that can help them avoid some bumps along the collaboration journey. First, the toolkit explains what collaboration is and suggestions for those looking to collaborate. Then the appendix provides examples of the documentation and tools that are recommended.

"Alone we can do so little; together we can do so much." - *Helen Keller*
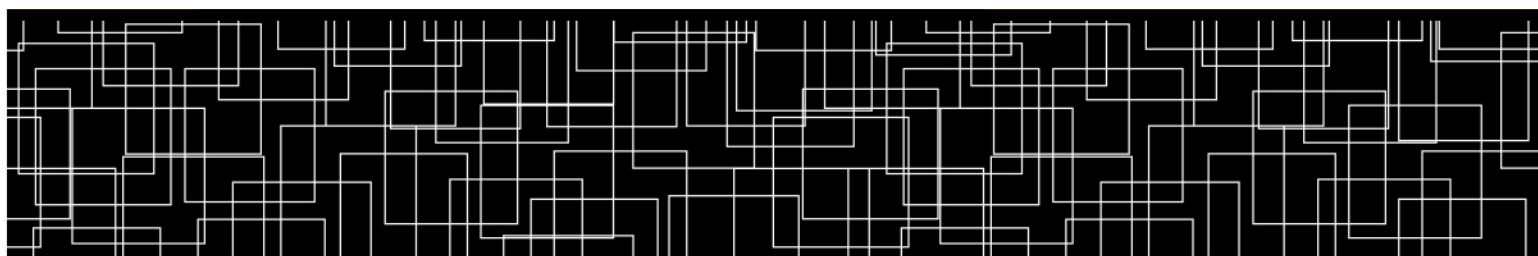
NONPROFIT COLLABORATION TOOLKIT

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WHAT IS COLLABORATION?

"Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone" (Winer & Ray, 1994).

There are various ways in which people and organizations can work together based on what is appropriate for the circumstances and desired outcome. This toolkit will focus on collaboration due to the complexity involved.
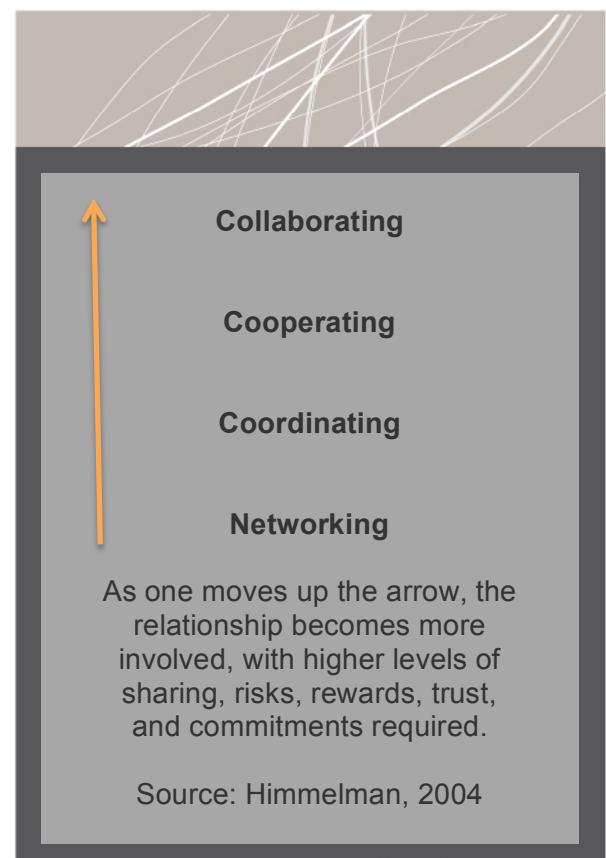
Networking: This is an informal relationship where information is exchanged for mutual benefit.

Coordinating: This is a formal relationship where information is exchanged for mutual benefit and activities are altered to achieve a common purpose.

Cooperating: This is a formal relationship where information is exchanged for mutual benefit, resources are shared and activities are altered to achieve a common purpose.

Collaborating: This is a formal relationship where information is exchanged for mutual benefit, resources are shared, activities are altered, and each participant enhances the capacity of the others to achieve a common purpose.

Source: Himmelman, 2004

Collaborating

Cooperating

Coordinating

Networking

As one moves up the arrow, the relationship becomes more involved, with higher levels of sharing, risks, rewards, trust, and commitments required.

Source: Himmelman, 2004

20 Successful Factors of Collaboration

Environment

1. A history of collaboration or cooperation in the community
A history of collaboration or cooperation exists in the community and offers the potential collaborative partners an understanding of the roles and expectations required in collaboration and enables them to trust the process.

2. Collaborative group seen as a legitimate leader in the community
The collaborative group (and, by implication, the agencies in the group) is perceived within the community as reliable and competent – at least related to the goals and activities it intends to accomplish.

3. Favorable social and political climate
Political leaders, opinion-makers, persons who control resources, and the general public support (or at least do not oppose) the mission of the collaborative group.

Membership Characteristics

4. Mutual respect, understanding and trust
Members of the collaborative group share an understanding and respect for each other and their respective organizations: how they operate, their cultural norms and values, their limitations, and their expectations.

5. Appropriate cross-section of members
To the extent that they are needed, the collaborative group includes representatives from each segment of the community who will be affected by its activities.

6. Members all see the collaboration as in their self-interest
Collaborating partners believe that they will benefit from their involvement in the collaboration and that the advantages of membership will offset costs and loss of autonomy and turf.

7. Ability to compromise
Collaborating partners are able to compromise, since the many decisions within a collaborative effort cannot possibly fit the preferences of every member perfectly.

Process & Structure

8. Members share a stake in both the process and the outcome of the collaboration
Members of a collaborative group feel "ownership" of both the way the group works and the results or products of its work.

9. Multiple layers of participation
Every level (upper management, middle management, operations) within each partner organization has at least some representation and ongoing involvement in the collaborative initiative.

10. Flexibility
The collaborative group remains open to varied ways of organizing itself and accomplishing its work.

11. Development of clear roles and policy guidelines
The collaborative partners clearly understand their roles, rights, and responsibilities, and they understand how to carry out those responsibilities.

12. Adaptability of collaborative partners
The collaborative group has the ability to sustain itself in the midst of major changes, even if it needs to change some major goals, members, etc., in order to deal with changing conditions.

13. Appropriate pace of development
The structure, resources, and activities of the collaborative group change over time to meet the needs of the group without overwhelming its capacity, at each point throughout the initiative.

Communication
14. Open and frequent communications
Collaborative group members interact often, update one another, discuss issues openly, and convey all necessary information to one another and to people outside the group.

15. Established informal relationships and communication links
In addition to formal channels of communication, members establish personal connections – producing a better, more informed, and cohesive group working on a common project.

Purpose
16. Concrete, attainable goals and objectives
Goals and objectives of the collaborative group are clear to all partners, and can realistically be attained.

17. Shared Vision
Collaborating partners have the same vision, with clearly agreed-upon mission, objectives, and strategy. The shared vision may exist at the outset of collaboration, or the partners may develop a vision as they work together.

18. Unique purpose
The mission and goals, or approach, of the collaborative group differ, at least in part, from the mission and goals, or approach, of the member organization.

Resources
19. Sufficient funds, staff, materials and time
The collaborative group has an adequate, consistent financial base, along with the staff and materials needed to support its operations. It allows sufficient time to achieve its goals and includes time to nurture the collaboration.

20. Skilled leadership
The individual who provides leadership for the collaborative group has organizing and interpersonal skills, and carries out the role with fairness. Because of these characteristics (and others), the leader is granted respect or "legitimacy" by the collaborative partners."

Source: Mattessich, P., Murray-Close, M., & Monsey, B., 2001

Stages of Collaboration

As stated in the introduction, collaboration is not a linear process, so parts of these stages might overlap or fold back on each other depending on how the process goes. However, this model provides the steps you are likely to take in each stage.

Stage 1: Working Individual-to-Individual
This is where people decide to come together to collaborate and make a difference. Here participants are chosen and trust is enhanced among the members through meetings and the disclosure of self-interests. During this stage, the group also confirms the vision and defines the desired results for the collaboration.

Stage 2: Working individual-to-Organization
Now that the collaboration has a direction, participants need to get their organizations involved. During this stage each member gets formal authority from their organization to participate and further, what role the organization and participant should be defined. This is done through letters of commitment and role assignment. With this information authority and resource sharing will also need to be clarified within the collaboration. As suspected when dealing with power, this is where conflict tends to find its way into the collaboration team. Because of this, a conflict resolution process, decision-making protocol and communications plan should also be created during this stage. After all this work, the collaboration should remember to reward their members for getting so far.

Stage 3: Working Organization-to-Organization
Now that the organizations are involved, the collaboration should review the vision and desired results to confirm it still matches the goal of the group. Once that is confirmed, the collaboration should create an action plan, which includes who is responsible for what and a budget. Organizations can then create joint systems that work to advance the collaboration by deciding how close the organization will work with the collaboration, implementing joint agreements, and making needed organizational changes. Finally, the collaboration should create an evaluation plan to ensure the actions being taken are moving the collaboration in the right direction and so that adjustments can be made as needed. After the first evaluation, the collaboration should also look at themselves, including how to promote continued flexibility, adding new members and celebrating their success.

Stage 4: Working Collaboration-to-Community
Now that the collaboration is a working, it is time to reach out to the community for support. First, the collaboration should create visibility and promote the results. The community should then be invited to get involved to ensure more people and diverse interests get involved, while building leadership to improve the collaboration and community as a whole. Together the collaboration, organizations and community can work together to change the underlying systems of the problems they look to solve. Finally, when it is time, the collaboration will end where the community has taken over.

Source: Winer, M. & Ray, K., 2008

COLLABORATION CHECKLIST

For successful collaboration to occur, many factors need to be taken into consideration. Below is a checklist of some major aspects to consider.

· Are the right people/organizations at the table?

· Do the organizations around the table have a shared interest, purpose or challenge that they can't address on their own?

· Do the organizations involved have similar values?

· Are the organizations around the table willing or prepared to take action towards a collective solution now?

· Are there favorable political, funding and social climates that will support the collaboration?

· Do the potential partners have a shared history, mutual respect, understanding and trust?

· Are partners willing to put their own self-interest/desires aside to achieve the mission of the group?

· Are partners invested in the process and outcome of the collaboration?

· Is the collaboration process open, credible, and flexible enough to meet the needs of the group?

· Are there clear outcomes, roles, responsibilities, and resource allocations established for partners?

· Are there established and effective channels of communication?

· Are tasks assigned within the group executed in a timely way?

· Are there concrete and attainable goals and action steps for the group?

· Does the collaboration have adequate resources in terms of skilled leadership, funds, staff, materials and time?

Source: Center for Nonprofit Excellence, 2012

"Coming together is a beginning, staying together is progress, and working together is success." *- Henry Ford*
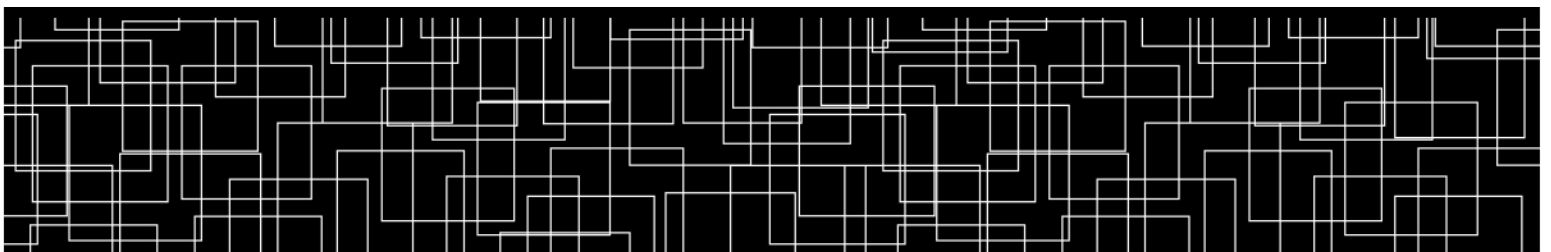
POTENTIAL PARTNERS

One of the keys to collaboration is involving the right people. Here are some factors and criteria to consider when looking to for potential partners.

- "As a rule, work with as few people as necessary to get the job done. The more people involved, the greater the number of communications; the greater the intensity; and the greater the difficulty of learning about each other, balancing power, and coordinating your work." (Lukas, C,. & Andrews, R.)
- Don't eliminate anyone because they will be difficult for you to work with. Many you wouldn't consider working with might have the skills and resources that will help the collaboration succeed.
- Be aware of existing relationships that may hurt the collaboration in the long run. (Winer, M. & Ray, K., 1994)
- While looking for familiar people and organizations is a great place to start, also consider those outside your circle or sector that would help you achieve success. (Lukas, C,. & Andrews, R.)
- Make sure to include those that will be impacted by the results of the collaboration, because they will know best what is really needed. (Winer, M. & Ray, K., 1994)
- Include members that have the "power to achieve results". (Winer, M. & Ray, K., 1994)
- Look for people with different skills. (Winer, M. & Ray, K., 1994)
- "Learn to value and manage diversity. Differences are essential assets for effective collaborative processes and outcomes." (Don Stump, 2014)
- "Keep a membership rich in diverse community organizations, public and private, working in tandem." (Don Stump, 2014)

Once all the partners are invited and agree to be involved, be sure to document the membership roster. See the sample in Appendix A.

"If you have an apple and I have an apple and we exchange these apples then you and I will still each have one apple. But if you have an idea and I have an idea and we exchange these ideas, then each of us will have two ideas."
- George Bernard Shaw

Trust Building

In order for the collaboration to work, all the members need to trust each other.

To start, the collaboration needs a skilled convener who can keep the members together. This person should have excellent organization and interpersonal skills; the ability to challenge assumptions; be seen as a capable and neutral person; and be able to create routines to make the journey enjoyable and satisfying.

Next, the collaboration needs to set ground rules and establish their culture together. To accomplish this, members should create rituals and ground rules together. These can include things like all meetings will start and end on time, the purpose of meetings is this, and silence is considered consent. The members should also jointly define terms such as respect, trust, effectiveness, and responsibility.

In order to ensure trust is not lost along the way, everyone should be involved in meetings. All meetings need to include planning (advance materials with purpose and logistics), process (following the ground rules, agenda, and meeting the purpose), people (acknowledging participation, managing conflict, and follow up with those who did not attend), and paperwork (keeping records and minutes that are distributed to stakeholders).

Finally, all members need to disclose their self-interests. This builds trust, while providing critical information, including the reason why people are part of the collaboration and the areas important to them. Self-interests should be discussed regularly and include personal needs and organizational wants in regard to culture, gain, diversity, perception, and power.

A man who trusts nobody is apt to be the kind of man nobody trusts.
- Harold MacMillan
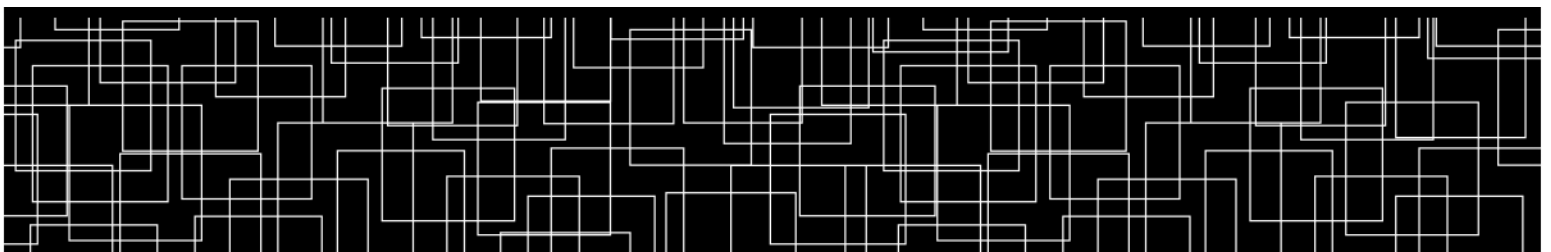
Vision Creation

Once all the right people are in the room, a vision for the collaboration needs to be created. This will provide the collaboration with a basis for their common agenda or "shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions" (Hanleybrown, F., Kania, J., & Kramer, M., 2012).

While the vision will help keep the collaboration on track, it should also be reviewed as needed throughout the process to ensure the purpose of the collaboration hasn't changed due to new circumstances or discoveries.

A vision statement:
- Sets a standard of excellence for the team to aspire to
- Clarifies the teams direction and purpose
- Inspires enthusiasm and builds commitment
- Is clear and easy to understand
- Is ambitious, however attainable

For help in documenting and forming the vision, see Appendix B.

"No matter what accomplishments you make, somebody helped you."
- Althea Gibson

Infrastructure & Processes

Collaborations can easily fail is they don't have the necessary documents in place. They are instrumental in ensuring everyone is on the same page and no one steps on other members' toes.

Memorandum of Understanding (MOU)
This document will provide the framework of the collaboration effort, including the shared vision, organizational roles, and requirements. See the sample in Appendix C.

Founding Documents
These include the by-laws, articles of collaborations, and any other guidelines. The documents will lay out the structure of the collaboration, including any committees and their authority, along with key pieces of history surrounding the collaboration. Additionally, they will provide information on how and who can be members of the collaboration (Stump, D.).

Roles
This includes several areas surrounding who will be involved, and what function and responsibilities they will have. Who will be the "fiscal agent"? How will the Chief Executive Officers of the organizations remain in direct, continued involvement? Do those involved have enough power in their organizations to make things happen and bring people together? Additionally, job descriptions can be created for key positions. Going through this process will also help the collaboration ensure all the necessary roles are filled. Collaborations need a successful convener, and individuals that can initiate meetings, set up meetings, lead meetings, gate keep (make sure everyone is involved), surface conflicts and problems, keep and distribute records, communicate information, manage collaboration logistics, monitor activities, and reward members. However, the collaboration should ensure that these roles are not just divided up to give people something to do; instead members should be assigned roles based on their interests and strengths, and if needed roles should be rotated to keep members engaged.

Decision Making Processes
This document may also be part of the founding documents. It will clarify how the collaboration makes decisions about actions to take, along with what group or individual has the power to make decisions, including what type and at what level. It should also explain how a new committee, working group, or initiative of the collaboration can get started. See the sample decision-making protocol in Appendix D.

Communication Strategy
This plan to explain how the members will be kept informed about the activities and impact of the collaboration. Additionally, it should outline the common language of the collaboration to remind members to avoid jargon and institutional-specific terminology when communicating (Nissan, L. & Burlingame, D., 2001). Finally, it should explain any communication tools the collaboration will be using and their function.

Budget
Creating a budget for the collaboration will allow open discussions for what resources organizations can bring to the table along with how the group will work together to fundraise to reach the vision of the collaboration. If fundraising is done, the roles of each organization will need to be outlined in the MOU because nothing causes conflict more than money among friends.

Leadership Development & Sustainability Plan
As the collaboration moves forward, the leadership will need to support ongoing development of new leaders. This will help the collaboration gain strength and allow for new members to take over as needed in order to sustain the collaboration in the long run. See Appendices E and F for tools on creating leadership and sustainability for the collaboration.

**"The strength of the team is each individual member.
The strength of each member is the team."**
- Phil Jackson

Goals & Actions

It is important that the collaboration create a "common set of clean, reasonable objectives" (Stump, D.). These should include short term and long term goals, so that wins can be celebrated along the way. Additionally, each goal should have a clear set of actions to reach it, including who is responsible and when it is due.

See Appendices G and H for tools on creating and tracking goals and actions.

**"If everyone is moving forward together,
then success takes care of itself."
*- Henry Ford***

Conflict Resolution

Many conflicts can be avoided by having all members share what they bring to the table in regard to self-interests and resources (Appendix A), and by having the right infrastructure and processes in place. However, because of the self-interests and power involved, conflict is bound to occur at some point during the process. The collaboration must "plan for constructive conflict resolution. In the collaborative paradigm, conflict is viewed as natural and as an opportunity to deepen understanding and agreement" (Don Stump, 2014).

In order to resolve conflict, the collaboration should create a process and track issues as they arise to see if there is a pattern forming from one source.

The process should include:
- Recognizing the conflict and deciding what must be done about the conflict in order to achieve the desired results of the collaboration.
- Decide who will facilitate the process for resolving the conflict.
- Separate the conflict from the concepts of right and wrong.
- Make sure everyone is heard.
- Don't burn bridges.

See Appendices I and J for tips on how to resolve typical conflicts and a conflict resolution tracking tool.

Source: Winer, M. & Ray, K., 2008

"Politeness is the poison of collaboration."
- Edwin Land

Evaluation

It is critical that collaborations track and document their progress to show the impact of the collaborative. This should be done throughout the life of the collaboration; not just at the end.

Not only will the evaluation help the collaboration acquire funding to keep the work going, it will also allow the collaboration to continually improve the work being done while recognizing all the successes.

Both process and results evaluations should be employed. Process evaluation includes how self-interests are being met, communication processes, impact on member organizations, and what helped or hindered the accomplishment of milestones. Results evaluation includes community benefits, how the community being targeted has changed, and side effects. From these the collaboration should be able to answer whether their effort was effective, adequate and efficient, along with understanding the lessons learned in the process.

Finally, remember to keep the evaluation measurement simple and meaningful. Don't track things that don't matter!

See Appendix K for sample evaluation procedures.

"If I have seen further it is by standing on the shoulders of giants."
- Isaac Newton

Appendix

**"It takes two to speak the truth –
one to speak, and another to hear."
- Henry David Thoreau**

Appendix A – Membership Roster

As of (date) _____ Page ___ of ___

List the organizations involved and their representatives. Initial self-interests and possible contributions can be declared by individual/organization or summarized for all involved. How these factors are listed depends on the level of trust – the higher the trust, the more individuals can lay claim to their declarations. Update this roster regularly.

Organization Representative's name, phone number, organization name and address and type of organization (i.e. nonprofit, government, grassroots, funder, and so forth)	**Initial Self-Interests** Organizational and Personal Gains	**Possible Contributions** Powers and Commitments

Source: Winer, M. & Ray, K., 2008

Appendix B – Vision Statement

This document provides an excellent record of the rationale for the vision and focus statements. It also aids in achieving support from key stakeholders.

1. **What is our destination – what will we achieve, for whom and where?**

2. **What is the scope of our effort – how big, how many, how much?**

3. **How is this destination unique among members of the collaboration?**

4. **How can we phrase the vision statement so that it is not complicated?**
   Our draft vision is:

5. **After considering our statement, how can we rephrase it so it is easy to understand and easy to repeat?**
   Our vision is:

6. **Imagining that we have fifteen seconds to communicate the essence of our vision, what shore phrase best captures the heart of it?**
   Our focus is:

Source: Winer, M. & Ray, K., 2008

Appendix C - Sample Memorandum of Understanding

Memorandum of Understanding
Between A, B, C, D, and E

Date

Purpose - The parties to this Memorandum of Understanding ("MOU") are "A", Inc. (hereafter referred to as "A"), "B", Inc. (hereafter referred to as "B"), "C", Inc. (hereafter referred to as "C"), "D", Inc. (hereafter referred to as "D"), and "E", Inc. (hereafter referred to as "E"). Each party is a California nonprofit public benefit corporation, tax-exempt pursuant to Internal Revenue Code Section 501(c)(3) and California Revenue and Taxation Code Section 23701d. The parties enter into this MOU in furtherance of their charitable purposes.

The parties hereby form the ABCDE Integrative Welfare-to-Work Team (the "Collaborative"). The Collaborative will submit a joint proposal to the County Social Services Agency (the "Agency") for a project to deliver appropriate, client-centered services to TANF recipients who reside in the ___ district of _____, California (the "Project"). "A" will serve as lead agency and fiscal agent for the Collaborative. Each party shall approve the Project proposal prior to its submission.

Duration - This MOU shall commence on the date first written above and shall terminate on the completion of the Project, unless earlier terminated as provided herein. The Project shall commence on January 1, 2001, and shall continue for at least one year. Any party, except "A", may terminate its participation in the Collaborative and this MOU upon 90 days written notice delivered to "A". "A" shall make appropriate arrangements for the performance of the responsibilities of a terminating party. "A" may terminate its participation in the Collaborative and this MOU upon 90 days written notice to the other parties and the written approval of the Agency.

Project Description - The Project will consist of comprehensive employment-related services to TANF recipients in _____. The Project will accommodate individuals at any point in their welfare-to-work program participation history. It will provide, outreach, job club, job search, job placement, assessment, vocational training, on-the-job training, and internship opportunities, and job retention services. It will also provide comprehensive support services, including domestic violence, addiction/recovery, mental health, physical health, disability, childcare, material assistance, and family services.

Goal - The goal of this Collaborative Project is to serve a minimum of 100 _____ TANF recipients. The Collaborative will assist _____ residents in preparing for work, acquiring marketable skills, maintaining good health, using quality child care resources, locating unsubsidized employment, and maintaining long- term job retention. It ultimately hopes to help revitalize the _____ area through its workforce and job development efforts.

Responsibilities - In carrying out the Project, each party shall have the following responsibilities, as more fully described in the Project proposal.

"A" shall:

1. Serve as the fiscal agent and lead agency for the award from the Agency. As such, "A" will submit invoices on behalf of the Collaborative to the Agency and will distribute funds to the Collaborative parties.

2. Administer the contract from the Agency.

3. Serve as Project manager. As such, "A" shall monitor the performance of the other parties, and may remove any party from this MOU for failure to perform in accordance with this MOU and the Project proposal. Prior to removal, "A" shall deliver a notice of non-performance to all parties, provide an opportunity for the non-performing party to be heard at a meeting of the Collaborative, and shall provide an opportunity for the non-performing party to cure the deficiencies in its performance. "A" shall make appropriate arrangements for the performance of the responsibilities of a removed party.

4. Perform outreach to a sufficient number of potential clients to engage 100 individuals in the Project (Project participants).

5. Provide job counseling services to at least 100 Project participants.

6. Provide job club and job search services to a portion of the 100 Project participants (the actual number to be determined by the needs of the Project participants).

7. Offer post-assessment services to a portion of the 100 Project participants. Post-assessment services include vocational training, on-the-job training, internships, volunteer positions, and classroom training.

8. Manage on-the-job training and internship programs, including stipend and wage subsidy programs.

9. Provide support services to at least 100 Project participants. Support services include addiction and recovery counseling, disability counseling, family counseling, client material assistance, housing assistance, children's programming, support groups, voicemail services, and referrals.

10. Place 40 Project participants in unsubsidized employment.

11. Offer retention services to 40 Project participants.

12. Perform and supervise case management for Project participants.

13. Ensure and document that Project participants are participating in the required number of hours of work and/or job readiness activities.

14. Coordinate documentation submitted by the Collaborative to the Agency and other entities.

15. Coordinate Collaborative meetings.

16. Coordinate Project evaluation.

"B" shall:

1. Provide one-on-one domestic violence counseling to at least 30 Project participants.
2. Provide access to a domestic violence support group to at least 30 Project participants.
3. Make presentations on domestic violence during "A's" "Life Skills" program twice per week.
4. Submit monthly service reports and invoices to "A".

"C" shall:

1. Make 20-25 childcare slots available to Project participants' children at the _____ facility.
2. Provide approximately _____ childcare slots for Project participants' children at other facilities in the _____ area.
3. Provide approximately 8 internship opportunities for Project participants.
4. Submit monthly service reports and invoices to "A".

"D" shall:

1. Provide a Public Health Nurse to perform preliminary health assessments for all Project participants who choose to use the service.
2. Accept referrals of Project participants for the full range of "D's" services, including, but not limited to: inpatient and outpatient addiction and recovery care; methadone clinic; Family Life Resource Center, including the Healthy Start program; and mental health services.
3. Make presentations on health issues during "A's" "Life Skills" program twice per week.
4. Submit monthly service reports and invoices to "A".

"E" shall:

1. Provide approximately 20 internships at its _____ site for Project participants.
2. Provide food to qualifying Project participants.
3. Submit monthly service reports and invoices to "A".

All parties shall:

1. Maintain Project participant confidentiality in accordance with Federal, State and County laws and regulations.
2. Participate in Project evaluation activities.
3. Meet at least quarterly to share Project information.
4. Maintain a policy of comprehensive general liability insurance of at least $1 million in coverage, and such other bonding and liability insurance, including but not limited to unemployment and workers' compensation insurance, required by law or usual and

customary with respect to the conduct of its activities, including its activities on the Project. To the extent possible, the other parties shall be named as additional insureds on all such liability insurance policies.

Financial - "A" will be ultimately responsible for all Project accounting, billing, banking and funder reporting activities. Each party in the Collaborative shall be responsible for invoicing "A" on a monthly basis for services performed, in the amount and at the rates described in the Project proposal.

Evaluation - "A" will be responsible for evaluating overall Project outcomes. Each party in the Collaborative will submit outcome reports to "A". More specific evaluation procedures will be developed upon notification of award from the Agency.

Communication - The parties will meet on at least a quarterly basis. Other meetings between two or more parties will occur as required. The "A" Project Coordinator shall ensure regular and ongoing communication between the parties via phone, on-site visits, email notices, and other forms of communication.

Strategic Plan - The Collaborative's response to the Agency's 2000/2002 Request for Proposals serves as the Collaborative's strategic plan. More detailed roles and responsibilities that include performance standards and monitoring will be developed upon notification of award from the Agency.

Mediation - The parties agree to make a good faith effort to resolve any and all differences arising among them in the interpretation or performance of this MOU. If the parties fail to reach agreement on any
matter, then prior to taking action, the parties shall attempt to employ, at no cost, the services of a third person mutually acceptable to the parties to mediate the dispute within five (5) days of appointment. If the parties are unable to agree on such a third person within five (5) days of the request of either party for mediation, or if on completion of such mediation the parties are unable to settle the dispute, then any
party may request arbitration or may take such other action as it deems appropriate.

Authority - Each party has full power and authority to enter into and perform this MOU, and the person signing this MOU on behalf of each party has been properly authorized and empowered to enter into this MOU. This MOU shall not become effective until signed by all parties.

Non-Discrimination - Each party represents that it is an equal opportunity employer and agrees not to discriminate in hiring and employment practices against any person on any ground prohibited by law or regulation for any position for which an employee or applicant for employment is qualified.

Independent Contractor - Each party has or will secure all personnel required in performing its services under this MOU, and shall be responsible for all taxes and other payments, and all reporting requirements, for the personnel that it uses in the performance of its services.

Inspection - Upon reasonable notice, "A" may inspect any books, records, or other materials of any party that pertain directly to this MOU, with the right to make copies of any or all such material.

Amendments - This MOU constitutes the entire agreement of the parties, superseding any prior written or oral agreements between them on the same subject matter. Amendments of this MOU must be in writing and signed by a duly authorized representative of each party.

Governing Law - This MOU shall be governed by and construed in accordance with the laws of the State of California.

Counterparts - This MOU may be executed in any number of counterparts, and each such counterpart shall be deemed an original instrument, but all of them together shall constitute but one MOU.

Severability - If any term, covenant, or condition of this MOU is held by a court of competent jurisdiction to be invalid, or unenforceable, the rest of the MOU shall remain in full force and effect and shall in no way be affected, impaired or invalidated, unless such enforcement shall frustrate the purpose of this MOU.

Compliance with Laws - In the performance of its services, each party agrees that it will comply with all laws, ordinances, rules, and regulations of any government or administrative agency, federal, state or local, that affect performance of its services.

Assignment - No party shall assign, subcontract, or transfer its interest in this MOU or the work thereunder without the prior written consent of the other parties.

_____   _____
Executive Director A   Date

_____   _____
Executive Director B   Date

_____   _____
Executive Director C   Date

_____   _____
Executive Director D   Date

_____   _____
Executive Director E   Date

Source: Caftel, B., 2000

Appendix D – Decision-Making Protocol

Update this form regularly for all decisions made by the collaboration.

Decisions to be Made About collaboration process and results	With What Level of Authority Unilateral, consultative, consensual, democratic, or delegated	Who Makes Them	Where that Person Fits in the Structure

Source: Winer, M. & Ray, K., 2008

Appendix E – Checklist for Changes

To ensure that our collaboration remains adaptable and flexible, we need to stop and review at least the following.

· What is changing among member organizations, in the community, and in social, political, and economic trends (adaptability)?

· What is changing in the collaboration itself (flexibility)?

· What do we need to change to be more adaptable and flexible?

· Who has finished their work for the collaboration?

· How should we ask them to leave?

· Who else needs to be involved to further the effort. In other words, what powers and preferences are needed now?

· How should we approach new members?

· How should we orient and integrate them?

· What is the best structure for the reformed collaboration?

· How will we celebrate what we have accomplished and the people who have made those contributions?

Source: Winer, M. & Ray, K., 2008

Appendix F – Succession Planning

In planning how to involve the community in our collaborative effort, we need to consider the following:

· What do we need to tell the public about collaboration so that we attract future leaders?

· Who are potential representatives of diverse community interests?

· How do we adjust our decision-making process to make it more open and accessible?

· What programs and policies do we need to change because they are outmoded?

· How can we increase our base of support to work more widely in the community?

· How can member organizations enhance their internal leadership?

· How will key stakeholders in the community at large be influenced?

· Who are the potential leaders?

· How will we select, charge, and train them?

· How will present leaders let go of the reins?

· What kinds of forums can we build in the community that generate wider ownership, invite discussion, and challenge assumptions?

Source: Winer, M. & Ray, K., 2008

Appendix G – Collaboration Action Plan Template

Goals to Address the Outcome	Activities	Timeline	Who Responsible (Identify Lead Organizations and Partners)	Milestones

Terms:

What your group would like to see different as a result of your work.
...ods to accomplish outcomes.
...pecific actions that lead to reaching your goals and outcomes.
...rt and end dates along with important dates along the way.
...nsible: Carving up who takes what piece of the needed steps along with assigning the appropriate leadership roles
...pecific points along the way that demonstrate key moments for achieving the desired goals

_____

...ommunity Action Plan Template." *Health Trust.*

...Plan Template for MAFs to address inequality issues for Asylum-seekers, refugees, and migrants workers." *Menter,* 2010.

Appendix H – Action Implementation Plan

Briefly restate the desired results and strategies (with revisions as needed:

Complete the following action implementation plan:

Actions to Be Taken	Who is Responsible	By When	With What Accountability	Cost

Source: Winer, M. & Ray, K., 2008

Appendix I – Typical sources of conflict in the early stages of a collaboration and suggests ways to resolve them

Typical Sources of Conflict	How to Resolve the Issues
Power struggles	**Address power needs**
Members act out of their "shadow" power. ("Shadow" power and its counterpart, "sunshine" power, are explained in-depth in the book. To summarize, sunshine power moves things forward. Shadow power is used to hold things back, to control and manipulate others. For example, one type of power is "charisma." The positive, or sunshine use of charisma is to charm others with enthusiasm and confidence. The shadow use is to seduce others.)	Look for underlying issues, such as history of conflict, fearing loss of control or autonomy, need to obtain funding for own operation, and so on.
Personal customs, languages, preferences are not being met.	Take time to review the customs of the members; define frequently used terms; acknowledge different styles and decide when each will best be used.
The wrong people	**Choose new people**
People were not well chosen in the beginning.	Have the initiator look at her or his reasons for choosing people—be honest! Review the selection factors; ask people to choose replacements who bring the needed attributes. (This is difficult to do for risk of offending the person, but crucial.)
Low trust	**Enhance trust**
The meeting convener lacks the needed skills.	Choose a new convener; ask the group to take greater shared responsibility for the meetings.
Meetings are boring and do not accomplish steps.	Review the characteristics of effective meetings and make needed changes; attend to rituals that enhance trust (rituals can be simple things, such as bringing refreshments to meetings).
Self-interests are not being disclosed.	Disclose the culture, gain, diversity, and perception each person seeks.
Communications are poor.	Practice communication skills; review how communications are being managed with the home base organizations.

Vague vision and focus	Strengthen vision and focus
The members and organizations frequently call the vision and focus into question.	Review the destination; remember that conflict is often not about wording, but about the scope of effort where some people want specific, readily achieved results while others prefer larger, more complex efforts; set short-term results.
Incomplete desired results and strategies	**Revise desired results and strategies**
Desired results and strategies are frequently debated, even though they are in writing.	Review desired results for specificity and strategies for attainability; people get "burned-out" when they cannot see concrete accomplishments.
Lack of clear authority	**Clarify authority**
Home base organizations pressure the collaboration for quick action.	Reaffirm the value of planning.
People attend infrequently, or representation from the organization changes so that new people continually have to be updated.	Ask those with authority in the organization to commit to consistent representation; clarify that a collaborative culture is being built.
Demands are placed on members to work for the collaboration and still fulfill all home base job duties and responsibilities.	Request that member organizations reduce other duties; formalize those responsibilities in writing

Source: Winer, M. & Ray, K., 2008

Appendix J – Conflict Resolutions

A record of conflict is valuable to show that progress has been made, to revisit resolutions should similar issues arise again, to evaluate accomplishments, and to keep as an historical record. Attach conflicts and their resolutions to meeting summaries or keep them with other milestone documents. Include at least the following in the record:

Date	Type of Conflict	Facilitator and Process Used	Resolutions	Healing Rituals

Source: Winer, M. & Ray, K., 2008

Appendix K – Sample Evaluation Procedures

Review all milestones to date, including the meeting summaries. Then, make sure to cover the following:

Process Evaluation
1. State the separate self-interests of each organization and how it will know when its self-interests are being met.
2. Note when milestones are accomplished and what helped and hindered their accomplishment.
3. Describe communicative processes between members of the collaboration.
4. Summarize the collaboration's impact on the member organizations. What has each contributed? How did the collaboration change the way each organization does business.
5. Note side effects. Who else becomes involved? How does that help the effort?
6. Other.

Results Evaluation
1. State the desired community benefits (for example, reduction in homelessness) and how the collaboration will know if the effort is successful.
2. Outline the methods being used, such as lobbying, delivery of services, creation of information packets.
3. Summarize critical junctures toward achieving communal benefits.
4. Describe the characteristics of the community being targeted, the number and diversity of people involved, their reaction to the effort and its methods, and changes in the community that might be attributed to this effort.
5. Note side effects. Who else becomes involved? Who does that help the effort?
6. Other.

Now draw some conclusions:
- What lessons have we learned?
- What do we need to change or add?
- What previous challenges should we review?

Source: Winer, M. & Ray, K., 2008

Further Reading and Resources

Four Keys to Collaboration Success
http://www.fieldstonealliance.org/client/articles/Article-4_Key_Collab_Success.cfm

Steps to Considering and Creating an Alliance
http://www.fieldstonealliance.org/client/tools_you_can_use/07-22-09_forming_alliances.cfm

7 Tips For Successful Nonprofit Collaboration
http://www.501connect.com/non-profit-news/7-tips-for-successful-nonprofit-collaboration

How to Create a Mission and Vision
http://www1.umn.edu/ohr/prod/groups/ohr/@pub/@ohr/documents/asset/ohr_asset_182185.pdf

Nonprofit Formation Documents: Articles of Incorporation, Bylaws, and Organizational Minutes

http://www.nolo.com/legal-encyclopedia/nonprofit-formation-documents-articles-incorporation-bylaws-minutes-30311.html

What is a convener?
http://collaborativeleadersnetwork.org/leaders/the-role-of-the-convenor/

10 top collaboration tools for your organization
http://www.socialbrite.org/2011/06/02/10-top-collaboration-tools-for-your-organization/

Online Collaboration Tools Help Nonprofit Teams Work Smarter
http://www.massnonprofit.org/expert.php?artid=2539&catid=67

Communication Strategies
http://www.epa.gov/superfund/community/pdfs/toolkit/comstrats.pdf

Sample Fundraising Agreement
http://corporate.findlaw.com/contracts/operations/fundraising-agreement-edison-schools-inc-and-alliance.html

The top 10 reasons why leaders should celebrate wins
http://www.reliableplant.com/Read/22191/reasons-leaders-celebrate

Fundamentals of Evaluating Partnerships
http://www.cdc.gov/dhdsp/programs/nhdsp_program/evaluation_guides/docs/partnership_guide.pdf

**"Collaborations comes down to three main issues –
time, turf, and trust."
– Scott Bechtler-Levin, President IdeaEncore Network**

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Nonprofit Collaboration Toolkit

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