The Posner Center for International Development: A Collaborative Model in Global

Development

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Executive Summary

The Posner Center brings together organizations engaged in global development and creates a community around concepts that include collaboration. This project seeks to begin the process of creating a model or tools for collaboration through a literature review and a qualitative data analysis that comes in addition to the Posner Center resource library for collaboration.

What do tenants and members gain from a collaborative experience? Furthermore, what additional support from the Posner Center can enhance the collaboration between tenants and members? These two research questions focus on the practicability of the concept of collaboration and how the Posner Center will enhance it for its clients and, more generally, for its community. First, the literature review includes the definitions of collaboration in general, and more specifically, in the context of nonprofits collaboration. Then, it gives some frameworks (Collaborative Value Creation, Homophily, Theory of Change), the general principles of collaboration (merger, joint office, joint programming, confederation, etc.), and explains potential barriers of collaboration in the context. Second, the methodology explains the choice of qualitative data through interviews and focus group discussion and the analysis method. Finally, the findings revealed that the Posner Center should create a package, including simplified and standardized collaborative tools for collaboration projects for beginners, but also for experienced organizations that are looking for capitalization of their lessons learned.

To conclude, the study recommends that the Posner Center continues this project with qualitative data from tenants or members that have done non-collaborative work and with for-profit organizations. It will give another approach to the question of gain in collaborative projects and the description of the needed tools.

The Posner Center for International Development: A Collaborative Model in Global Development

Introduction

Collaboration has a broad meaning because it can change and adapt according to the profession and the people who use it. For scholars, in particular, it has different definitions depending on the purpose of their studies, but there are similarities in concepts like sharing, learning, and partnership. For example, to conceptualize and measure collaboration, Thompson et al. (2009) describe it as "one way to efficiently allocate scarce resources while building community by strengthening inter-organizational ties" (p. 24). To define a framework for a collaborative model, Patel et al. (2011) said that it "involves two or more people engaged in interaction with each other, within a single episode or series of episodes, working towards common goals" (p. 25). Another definition focuses on the organizations and states that it is the process when they "work together to address problems through joint effort, resources, and decision making and share ownership of the final product and service" (Proulx et al., 2014, p. 747). These three definitions refer to teamwork, shared goals, and resource allocation. They converge towards the process of interaction and commitment to resolving an issue commonly identified.

This project is about collaboration and, more particularly, in global development. The research will study the value and the success of collaboration in the specific setting of the Posner Center for International Development. In this case, the project links the study of collaboration with the Posner Center, its tenants, and its members because they work efficiently with partners in specific sectors of global development and focus on synergies between the activities each partner is implementing (Durugbo et al., 2011).

Organizational Information

The Posner Center for International Development was launched in 2013 to create a shared space dedicated to organizations working in global development. The Center brings together about

200 organizations to facilitate collaboration in their global development work. The initial idea came from a group of organizations that decided to share their space under one building, which is currently a collaborative workspace for over 60 organizations, also called tenants. The community also includes 150 members with available working space according to their needs. These partners share their culture because they are all working in the field of global development, and their resources both in person at the Posner Center and via various virtual platforms. Also, they share their knowledge because the Center facilitates the discussion of common issues, and they can share their experience to achieve their objectives.

To assist them, the Posner Center offers a networking environment, capacity building, learning, launching events, sharing practices, rental space for seminars and workshops, a collaborative grant fund, and promotion and support of the tenants and members in their community. The Posner Center aims to build a framework for a collaborative model that will be created by and for a group of organizations that believe in global development and contributing to the greater good through collaboration projects between themselves and others.

The programmatic goal of the shared space is to develop the quality of the programs of the organizations and help them create long term solutions for global development issues. The role of the Posner Center is to "convene, connect and catalyze the global development community to collaborate for greater impact" (Posner Center, 2020). The Center represents almost 200 organizations and individuals, including nonprofits, private enterprises, university departments, consultants, and service providers. These organizations operate in different geographic areas, they work in various sectors, and they cover a broad range of expertise. However, their activities focus on global development issues.

Project Purpose

The purpose of this study is to gather tenants' and members' opinions about the amount, the quality, and the gain or exchange of knowledge and expertise that the Center provides in terms of collaboration in global development. This will represent the early-stage study of the Posner Center "Model" of collaboration in global development. The Posner Center does not have a model of collaboration per se, and this study seeks to begin the process of creating a model or multiple tools for collaboration.

This project is the start of a more extensive study that intends to pursue the final modeling of the collaboration principles demonstrated by the Posner Center. Therefore, the study will limit the research to three objectives. The first one will be discussed in the literature review and will analyze if there is an existing model that reflects the Posner Center. The second one will focus on the added value generated by the tenants and members after a collaborative experience. Finally, the last objective is to gather the needs for additional support that the Posner Center can give to its community. The study will develop through two research questions that will guide the discussion:

- Research question 1: What do tenants and members gain from a collaborative experience?
- Research question 2: What additional support from the Posner Center can enhance the collaboration between tenants and members?

To conclude, this study will explore what the literature tells us about collaboration, focusing specifically on the Posner Center. The literature review will give various definitions of collaboration; additionally, the research will discuss existing models and compare them to the Posner Center methods. Finally, the study will discuss a few particular barriers to collaboration. Following the literature review, there will be an explanation of the methodology for qualitative data collection. The last part will focus on the findings from the data analysis to identify the added value of collaborative projects for the selected organizations and to give an overview of their needs

to support their collaborative projects in the global development context. This paper concludes with recommendations for the continuity of the project and proposes some following steps to develop a model tailored for the Posner Center.

Literature Review

In the literature review, the study will not interchangeably use the terms coordination, partnership, and networking instead of collaboration because it considers they can be part of the process to reach a collaborative goal in this study. In their article, Bedwell et al. (2011) attempt to conceptualize collaborative work, arguing that there is "the general lack of a descriptive, precise, and unifying definition of collaboration" (p. 128). They state that the literature is weak because there are different definitions and understandings across sectors, which makes it difficult for the organizations and their management to operationalize the concept (Bedwell et al., 2011).

First, the study will state various definitions of the concept of collaboration to assess if the Posner Center fits into existing models or follows particular principles. Second, the study will focus on the ones that align with the mission of the organization. Lastly, the research will discuss the challenges of collaboration and compare it to the Posner Center strategy.

Definitions of Collaboration

Most of the definitions of the concept of collaboration focus on the realization of a common objective. In the context of this study, it is relevant because the purpose of the Posner Center, its tenants, and its members is to develop the Colorado global development community. Durugbo, Htabarat et al. (2011) define collaboration through networks, and they state that:

It means working together in group(s) to achieve a common task or goal and irrespective of geographical separation. […] Within collaborations, participants closely work together based on durable relationships and strong commitments to a common goal with a view to pooling expertise and standardizing operations" (p. 3143).

They focus on the individuals and how their structures and the positions of the members can increase collaborations. They base their model on teamwork, decision-making, and coordination, which are the indicators that will determine the levels of collaboration. Their findings suggest that it is not enough to work in a group and that each level, especially the decision-makers, needs to be involved in the decisions and the process to reach the common goal. (Durugbo et al., 2011).

In their study about collaboration, Hager and Curry (2009) identify eight models of collaboration for nonprofits and explain that organizations choose the one that is best for the goal they want to reach and the structure they have. The study divides the models into three categories: merger (fully or partial), joint program, joint partnership (affiliated programming, for issue advocacy, birth of a new formal organization, office and back office operations), and confederation (one major organization oversees the activities of constituent organizations) (Hager & Curry, 2009; Proux, Hager & Klein, 2014). The Posner Center does not fit into one of these categories. However, its tenants and members can apply any of these models, as they start exchanging and find a common issue to tackle efficiently together. Continuing the discussion around the topic of networks and organizational identity, Kohtamaki et al. (2014), affirm that strategic partnership will occur more frequently if the managers and their organizations have a collective identity rather than an individualistic identity (p. 38). According to their study, the organizational identity can influence the behavior of the leadership when it comes to the selection of partners and the development of a network to encourage exchanges (p. 38; p. 42).

As stated above, the purpose of the collaboration is to achieve a common goal. Through this process, some organizations can create value or find an added value in the interactions that are part of the collaborative process. With their empirical study, Le Pennec and Raufflet (2015) argue that a collaborative process creates "diverse types of values" and that through value creation, it develops learning "in an inter-organizational process" (p. 817). The authors based their study on the Collaborative Value Creation (CVC) framework from Austin and Seitanidi (2002), which found four types of value (p. 822):

- Associational value: a benefit that accrues to another partner simply from having a collaborative relationship with the other organization.

- Transferred resource value: it is a benefit derived by a partner from receiving a resource from another partner.

- Interaction value: intangibles that derive from the process of partners working together.

- Synergistic value: the underlying premise of all collaboration that combining partners' resources will enable them to accomplish more together than they would have been able to do separately.

Le Pennec and Raufflet (2015) studied a project "involved in international cooperation and development" because "international development projects aim first to generate multiple value creation (economic, social, and environmental) for partnering organizations and for communities in the developing country" (p. 822). They concluded that the values have a pyramidal path that goes from associational value to synergistic value, and each of them benefits the inter-organizational process through learning (p. 831).

Schiller and Almog-Bar (2013) also argue that collaboration is profitable when there is added value coming from the relationship. Their study focuses on "Collaborations between

nonprofits and businesses (CBNB)" and the "exchange relationship" that occurs between both entities in order to achieve "mutual goals and benefits" (p. 944). The authors used Austin's framework of CBNB as their research basis, and they studied a collaboration case between a nonprofit organization and a business through the perspective of the nonprofit only. In this case, the goal of the nonprofit was the added value they would gain from the collaboration. They divided it into four categories: "added value of a field, added value of skills, added value of a group and lack of added value" (Schiller & Almog-Bar, 2013, p. 950-951). The authors found that many resources invested by the business company do not necessarily mean that the nonprofit will benefit a lot from it if the gains that come from the collaboration are not the ones that the nonprofit was seeking (Schiller & Almog-Bar, 2013).

Whether it is through networks or for added value, collaboration stays trendy among nonprofit organizations. Moreover, Atuba and Shumate (2015) argue that they usually look for organizations that are similar in terms of location, "age," compatibility, and funding streams. Focusing on INGOs specialized in infectious diseases, they studied why "homophily" (p. 588) is essential in nonprofits' collaboration. The authors conclude that "the more similar nonprofits are across each type of homophily [attribute-based, geography-based, institutional], the more they are likely to select each other as partners in collaborative endeavors" (p. 604).

Similarity combined with the development of networks and research for added value leads to the following question: in which collaborative format can we find all these elements together? Based on Le Pennec and Raufflet (2015), organizations are looking for added value in different manners that best fit their structure. Schiller and Almog-Bar (2013) support this argument by including the added value of for-profit organizations in the discussion. On the other hand, Htabarat et al. (2011) discuss the importance of teamwork that helps facilitate the collaboration, while

Kohtamaki et al. (2014) insist on the importance of leadership involvement. Finally, Atuba and Shumate (2015) integrate the concept of homophily in collaboration implying the nonprofits organization, in particular, prefer to work with partners that are similar in terms of attributes, geographical location, and institutional genre. After looking at these arguments together, and focusing on the objectives above mentioned, the study will explore the concepts of shared space offices, the co-working spaces, or the co-located nonprofit centers (Surman, 2013; Vinokur-Kaplan, 2018) in the following part.

Surman (2013) presents the theory of change of the Centre for Social Innovation (CSI), which creates shared workspaces for social organizations, as a place that "connect diverse organizations and individuals, giving them the chance to collaborate, share knowledge, and develop systemic solutions to the issues they are trying to address" (p. 189). The author presents the theory of change of the CSI as a way to foster innovation through the shared space building, which is a platform for the community to develop relationships, to form connections between people and organizations, and finally to foster innovation (p.191). Surman (2013) insists that the design of the building and its interior is essential "to foster connections and to increase opportunities for collaboration and conversation" (p. 191). According to her, innovation "happens when perspectives collide in a collaborative environment" (p. 192). The minimum requirement to make it happen is that "all members must generally be amenable to our environment and our mission so that all members contribute to the community we are building together" (p. 193).

Since co-spaces seem to be an agent for change and foster collaboration and innovation through the community that they create, let us look more closely at the co-located nonprofit centers. Vinokur-Kaplan (2018) supports the theory that co-working centers enhance collaboration, and she explains that some of these centers are for nonprofits only. Also, when it is

the case, the nonprofits that host the other members usually "put a strong emphasis on developing

collaboration among their nonprofit tenants" (p. 449).

The literature about collaboration is vibrant, but in the context of our study, the component

that links collaboration to global development is missing. Researchers in the past focused on

collaboration between organizations (private, public, nonprofits) but rarely included other

parameters like organizations working in different locations with gaps in terms of capacities and

limited resources.   With the existing literature, it is hard to accurately picture how collaboration

works between organizations that are working together and internationally toward global

development.

Context: The Posner Center and The Principles of Collaboration

The Posner Center for International Development is a co-working, co-located space for

different types of organizations: nonprofits, for-profit, foundations, boards, community services,

university departments, and individuals. However, the center "should not be confused with a

building holding one overarching organization with various programs under its aegis" (Vinokur-

Kaplan, 2018, p. 451). The Center's core strategies refer to the concept of collaboration through

convening the global development community, connecting organizations, and catalyzing

innovation in global development with shared best practices in collaboration. This study aims to

prepare the first steps for the development of a final collaborative model for the Posner Center.

Additionally, the study is looking for existing models that fit into the principles of the Center and

its ways of promoting collaboration.

So far, the study established that the Posner Center does not limit the collaborative models

of its tenants and that they support them to adapt to the best model that fits their purposes. They

are acting as a facilitator to develop the trust between their tenants and ensure they know and learn from each other. Mendel and Brudney (2018) argue that there are three sides of partnership readiness before nonprofits enter in a collaborative relationship. The timing, the shared values, and the adaptive nature of each organization will play a crucial role in determining if they can engage in collaboration (p. 174). The authors also propose to measure if the collaboration will be meaningful through the following five measures: "balance and equity in the partnership, the strength of a partnership bond, the formality of the bond between organizations, evidence of transformation and longevity of a partnership" (Mendel & Brudnet, 2018, p. 171).

The Posner Center organizes its activities to provide such guidance to its tenants and members. It follows the principles that allow the organizations to slowly step in collaboration while sustaining low-risk and finding the collaborator that shares a common vision (Proux, Hager & Klein, 2014). By organizing workshops, presentations, training, inviting external actors, and through their collaboration scoping grants, the Posner Center connects the decision-makers in an environment that will encourage them to view collaboration as part of their organizational culture (Emmens, 2016).

The Posner Center does not fit in one model because its structure allows its tenants and members to choose any existing models that are best suited for them. However, that does not mean the Center itself cannot create a model for a community that is looking toward global development. To conclude, there are additional studies about co-located centers but not enough to compare it to the Posner Center Model easily. The subsequent researches should continue to go beyond the collaboration that occurs inside the shared spaces and integrate the global development components of collaboration.

Barriers of Collaboration

Finally, it is essential to recall the limits of collaboration in the literature to assess how these barriers might affect collaboration at the Posner Center. Patel et al. (2012) identified potential barriers to collaborative working. In our study, the "non-supporting organization" is the most relevant. It includes "no culture of collaboration, no commitment of resources to collaborative working, poor communication and low level of trust, non-participatory structures and processes, lack of support through training, mismatch or conflicts in leadership styles, culture, performance measures and goals" (p. 22). The Posner Center already follows up with its tenants and members and engages those who show internal signs of rejecting the collaborative environment.

Also, Proux et al. (2014) state that competing organizations can present reluctance to collaborate if they do not find "complementary assets or expertise will make better partners than those with similar assets" (p. 748). However, to avoid a situation in which some organizations are competing for the same funds, the Posner Center provides funding for collaborative projects through the International Collaboration Fund (ICF) to allow them to study their potential complementarity and possibility to create a partnership for the same project. Occasionally, tenants and members will share findings and collaboration opportunities. Finally, Emmens (2016) focuses on the people inside the organization and how their engagement in the collaborative effort is crucial to make it work. They need collaborative training and conviction that it can be an option for organizational success.

The literature review guided us through the definitions of collaboration, including the notions of network and added value. Both concepts are essential in our quest for effective and productive collaboration because, first, it creates the connection between organizations with some shared goals or some common tasks, and second, it gives organizations the incentives to work

together. Additionally, the study discusses how similarity could be an essential component of collaboration because nonprofits tend to associate with comparable organizations that could also be complementary, assuming it will reduce the risk of the partnership to fail. Finally, the research presented how nonprofit centers can foster an environment for networking and collaborative work.

By presenting the general principles of collaboration and linking them to the Posner Center strategy, the study showed that the nonprofit does not have a particular model of collaboration when it comes to its tenants or members. The Center adapts to its clients depending on what they need and supports them to create added value. Finally, there are barriers to collaboration that the Center must face and tackle at individual and the organizational levels to ensure that each tenant and member integrates collaborative work (in every form) in their organizational cultures.

Methodology

As explained previously, the study will have two research questions. The first one will focus on the added value generated by the tenants and members after a collaborative experience. The second one will gather the needs for additional support that the Posner Center can give to its community. The questions are the following:

- Research question 1: What do tenants and members gain from a collaborative experience?
- Research question 2: What additional support from the Posner Center can enhance the collaboration between tenants and members?

Sampling

To overcome the lack of time for a large scale study, the selection process purposefully focused on ten organizations that share the following two criteria. First, they are tenants, members,

or former tenants of the Posner Center. Second, we choose organizations that received grants from the International Collaboration Funds (ICF) through the Posner Center at least once, to ensure that they previously worked on collaboration projects in global development with local partners or US-based nonprofits. Also, this sample is representative because it targets organizations that have enough experience to answer the research questions that focus on the collaboration principles, the added value of collaborative experience, and the tools or models which can improve collaboration. Besides, the selected organizations have different activities; thus, it gives an overview of how collaboration works in different sectors.

Finally, it is essential to note that the small number of organizations chosen for this sample limits the findings of the study because the Posner Center counts approximately 200 organizations including 60 tenants. Moreover, In the Posner Center Collaboration Report and Survey Results (2014), ninety three respondents have described collaboration (share resources, knowledge, & risk fully in joint activities with common vision/goals) as their level of interaction with another organization of the center. However, following this study, the Posner Center will continue its research on collaboration and expand the next surveys to other tenant and member organizations. The second part of the research will allow more in-depth analysis and possible generalizations of the findings for a larger group of organizations working in the Posner Center.

The international organizations that met the study's needs are (1) iDE, (2) EWB-USA, (3) Into Your Hands Africa (IYHA), (4) Global Seed Savers, (5) AfricAid, (6) Shadhika, (7) Bext360, (8) Maji Safi Group, (9) Regis University, (10) Colorado School of Mines.

Data Collection

The interview survey was chosen to conduct this study because it allows more flexibility for sampling because it works best with a specific target population. It also increases the response rate, and during the interview it is possible to go beyond the scope of the questionnaires to get as much details as possible (Babbie, 2013). Using semi-structured interviews (see Appendix B), qualitative data was gathered to focus on the practices of collaboration, the relationships between organizations, and the role of the Posner Center as a catalyst for collaboration for its tenants and members. Out of the ten organizations that were contacted for the interviews, seven were available for the interviews, and another organization joined for the focus group discussion (See Appendix A).

The limit of this method is its reliability because of the possible bias of the interviewer or the researcher since they might characterize the responses based on their point of view (Babbie, 2013, p. 325). This issue was addressed by putting two people in charge of collecting the data and reviewing it for the analysis. Following the interviews, there was a Focus Group Discussion around the main themes, which included two staff from the Posner Center team, the student researcher, and the representatives from each organization. Finally, during the open discussion, the student researcher facilitated the conversation with inputs from the Posner Center representative.

Data Analysis

The qualitative analysis consists of "the non-numerical examination and interpretation of observations, for the purpose of discovering underlying meaning and patterns of relationships" (Babbie, 2013, p. 390). After gathering the data from the interviews, the process started with coding, then identifying the common themes and finally putting aside the themes for the focus group discussion (Babbie, 2013). The records from the interviews were transcribed and organized

in rubrics focusing on the following themes: (1) Definitions of Collaboration, (2) Lessons Learned, (3) Elements of success, (4) Challenges, and (5) Existing Collaboration models and tools (See Appendix C). During the focus group discussion, the facilitator narrowed the themes and removed Lessons Learned to include it in both Elements of Success and Challenges.

Findings

The interviews and the focus group discussion showed interesting findings regarding the ways the selected organizations are working in collaboration in the global development context and what type of support or models they use in this work. Furthermore, the findings will be divided into two themes in an attempt to give specific responses to the purpose of the study.

RQ1: What Do Tenants and Members Gain from a Collaborative Experience?

First, the interviews revealed that all these organizations have a collaborative working model. For example, Global Seed Savers is exclusively working with farmers' groups, local governments, and other NGOs in the Philippines. Also, Maji Safi Group is implementing WASH projects in rural Tanzania, and according to his co-founder, this sector is very cross-sectoral and collaboration is mandatory with the local stakeholders. Finally, there is Shadhika, which develops programs through Indian based organizations. To conclude, the essence of these organizations' work is to collaborate with national or international partners. However, for the next phase of the study, it will be crucial to include organizations that also implement non-collaborative projects. It will help initiate a discussion about how the organizations manage both types of programs, and how the Posner Center supports them in both situations. Second, the interviews showed that the organizations are sharing their knowledge, their values, and their know-how with local external partners when it comes to collaboration. Moreover, most of them learned how to navigate between

their expectations and their partners' capacity. For example, Mafi Safi Group and EWB-USA set up a formal plan to structure each of their collaborative projects.

Furthermore, Global Seed Savers insisted on the notion of cross-cultural exchange, and this was also highlighted by Mafi Safi Group, In Your Hands Africa (IYHA), and EWB-USA. They explained that this component includes understanding the needs and the realities of the local partners to avoid putting the burden on them. According to them, it is quite different from a collaborative project with a US-based organization for which it is easier to assign the roles clearly and introduce the notion of accountability, both of which may differ in other cultural contexts.

The research question deals with the gain from a collaborative experience for the tenants and members of the Posner Center. According to the interviews, the significant added values are the accessibility of collaborative funds and the close proximity with other potential partners. In this study, four organizations worked with other tenants or members of the Posner Center on a project funded by the ICF grants. For example, Global Seed Savers worked with the Denver Urban Gardens, Maji Safi Group worked with Africa School Assistance Project, and Bext360 is currently working with iDE. The Posner Center facilitated most of these partnerships, whether through the ICF process or other events and introductions. However, there are also working with non-ICF collaboration partners, like Global Seed Savers, which worked with GSS farmers on a seed school model and funded by Lush Cosmetics. Other examples are Shadhika or ASAP, which are giving grants to NGOs in India and Tanzania, respectively, to support scholarships, self-defense, training, or other needed programs. Finally, when asked about finding partners, the interviews revealed that except for the fact that they are sharing their space with other nonprofits inside the Posner Center, it was mostly through their networks, personal relationships, or other types of communication channels.

From the coding table (see Appendix C), there is only one organization (Bext360) that included the notion of value during the discussion with a focus on value exchange (understand and ensure that each party has benefits during the collaborative experience), value matching (ensure that the organizations have similar expectations during the collaboration) , and qualitative feedback (gathering opinions and insights that will help develop and strengthen the collaboration). It is important to note that this organization is the only for-profit of the sample, and they are currently working with iDE, which is a large international nonprofit and a current tenant in the Posner Center. This concept of value alignment is interesting because it involves starting a collaboration to gain something from the partners and to give them something in return. According to Bext360 representative, once an organization knows its value and understands what value the other organization will bring to the table, it will choose a collaboration project that will be beneficial to its development.

According to the interviews, through collaboration projects, the organizations are mostly sharing and communicating with their partners. They find new ways to enhance their communication styles and adapt to the cultural difference with their local partners. Also, learning from others depends on the organization and the initial expectations at the beginning of the project. Therefore, the tentative response to this research question is not conclusive, and the next study should include organizations with at least two criteria: (1) that have a non-collaborative project to allow the comparison, (2) private companies which are members or tenants of the Posner Center.

R2: What Additional Support from the Posner Center Can Enhance the Collaboration Between Tenants and Members?

The focus group discussion concentrated the conversation on the models and the tools currently used by the organizations, but also on the tools they think would be useful for their work. Because this reseach question is about the support of the Posner Center, the most relevant finding is that the majority of the selected organizations does not have or use standardized tools shared through the Posner Center.Instead, they use the tools that they developed internally or that they gathered from external sources according to their needs.

Out of the seven organizations, most of them have developed specific tools for their programs. For example, EWB-USA implements engineering projects, and its tools are tailored for their activities. Secondly, Shadhika's principal activities are to give grants to Indian nonprofits, so their tools focus on due diligence to assess the capacity and risk level of the partner organization. Also, Maji Safi Group has participatory development tools, community mapping, and exit strategy tools to support them in their work with local government in rural areas. The other organizations have tools that they use and that they adapt to different projects like project management tools to create a project curriculum, Workplan, platform to share data, monitoring tools, communication process. Tools developpement is relevant for this question because although they are all working in global development, very few of them are sharing tools or are using the same ones. By creating basic tools that can be adapted for multiple purpose, the Posner Center could study the frequency of their use, how the organizations are changing them, and for which purpose they are utilized in different collaborative projects.

After being asked how the Posner Center could help to support their work, the organizations shared the following propositions in the table below:

| Global Seed Savers | Tools to navigate the challenges in a collaboration project |

	Tools that can help to define the value and the process of equity with a local partner
Maji Safi Group	Quick best practices guide, easy templates to adapt
Into Your Hands Africa	How to identify partners Database updated by the Posner Center showing opportunities to connect Collaboration best practices guide with local partners How to deal with remote access in the collaborative work
EWB - USA	Frameworks for relationships, simple Workplan Tools/tips for scheduling, communication Creation of generic documents, presentation, a video about the elements of success and the challenges during collaborations
Shadhika	How to respond to existing challenges that can stop collaboration
Bext360	Formal tools about value alignment How to identify a champion in an organization? General tips for organizations
Africa School Assistance Project (ASAP)	Collaboration package with all tools inside the package to help partners when they start

Table 1: Resources or tools for the collaborative global development

The data shows that the organizations need tools for best practices, added value, and to tackle the challenges of collaborative projects. Most of them prefer hands-on and usable standardized tools that they can adapt quickly, as opposed to case studies. Furthermore, they are also requesting templates, guides, and one-pager documents that will be ready to use. Finally, reverting on the concepts of communication and value, two requests were for a tool to find a "champion" to represent each partner during a collaboration project, and a tool to approach equity and identify the contributed value of a partner organization.

To summarize, the Posner Center could provide more support to its members and tenants by creating a package. It should include information for a novice in collaboration projects but also

for experienced organizations that are looking for capitalization of their lessons learned and existing tools in simplified and standardized collaborative tools.

Conclusion

To summarize, collaboration is a broad concept that finds its practical definitions through the organizations that use it and apply it in their everyday work. The Posner Center is a collaborative organization that facilitates and supports its tenants and members to develop collaboration in its shared-space building but also in the context of global development. The Center does not have a particular model but is a reference in its community as an organization that enhances and educates others on the benefits of collaboration. Although the Center does not fit in an existing model, some of its tenants are using them locally or internationally as part of their collaborative projects.

The Posner Center "clients" are familiar with collaborative projects, and they mostly work with partners that are in other parts of the world. Therefore, the Center is gathering information about tools, models, and other needs that they need in their everyday collaborative work. Most of the tools cited already exist, but adapting them for a global development audience can help the new and former tenants to have a reference document or a package to study at different cycles of their projects.

The findings of this preliminary study are showing the remaining needs of the tenants and members when it comes to handy tools for program implementation. Also, capitalizing all the existing resources coming from the tenants and members and new resources is essential to attract more clients to the Posner Center and expand the scope of its influence in the global development context.

Finally, the study recommends that the Posner Center continue this project with qualitative data from tenants or members that have done non-collaborative work and with for-profit organizations. This will give another approach to the question of gain and the description of the needed tools.

Lastly, the Center should gather quantitative data about the identified tools, to know the frequency

of the use, the periodicity, the difficulties or not to use them, and the adaptability.

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Appendix A: Survey Timeframe

March 13th - 20th	Preparation Phase
March 20th	Invitation for In-Person Interviews
March 24th – 26th	Interviews
April 1st	Focus Group Discussion
March 30th – April 03rd	Data Analysis
April 8th	Results

Table 2: Survey Timeframe

1. During the preparation phase, the client proposed to target specific organizations that received the International Collaboration Fund (ICF) through the Posner Center. This choice narrowed the survey to organizations that had already worked in a collaborative project.

2. For this first round of the project, the client invited ten organizations for the interviews: iDE, EWB-USA, Into Your Hands Africa (IYHA), Global Seed Savers, Africaid, Shadhika, Bext360, Maji Safi Group, Regis University, Colorado School of Mines.

3. Seven organizations agreed to participate in the interview and the focus group discussion: EWB-USA, Into Your Hands Africa (IYHA), Global Seed Savers, Africaid, Shadhika, Bext360, Maji Safi Group.

4. Following the interviews, four main themes have emerged from the recordings, and the representatives received an invitation to a final group discussion focusing on: the definitions of collaboration; the lessons learned including the elements of success and the challenges during a collaborative project; and the existing collaboration tools and models used by the nonprofits. The representative from iDE joined the conversation.

Appendix B: Interview Protocol

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KEY INFORMANT INTERVIEW

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Location:	… … … … … … … … … … … … …	Date:	… … … … … … … … …
Key informant's roles:	… … … … … … … … … … … … …		
Interviewer names:	… … … … … … … … … … … … …		

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Defining Collaboration

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1. Can you give us your organizational definition of collaboration? Is it different from your personal definition of the term?

2. Do you think that the term collaboration can be misused? Can you give us an example?

3. Can you give some examples of the types of collaborative work you have done in global development (projects outside of the US or with local organizations)?

    a. You can include examples from the ICF grant as well as other collaborations

4. What types of collaborative partners did you have (local communities, other NGOs, corporate, governments, experts in the US and in other countries)?

5. How do you find partners for your collaborative project?

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Elements of Collaboration

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6. What are some lessons learned in previous collaborations that you will or have applied to future collaborations?

7. According to you / your experience, what are the elements of successful collaboration in global development? (if they need prompts, "clear roles, trust, structure, fluidity, ego, risk")?

8. Which elements hindered your collaborative work in the global development context?
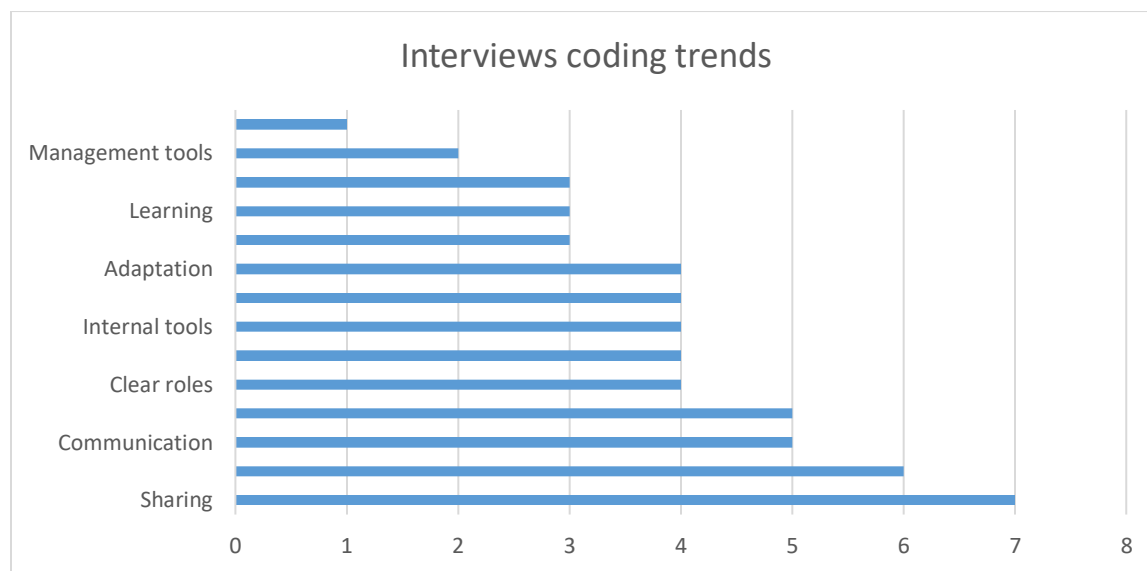
Collaboration Models

9. Can you give any examples of how collaborative work is different from work you do without collaboration?

10. Are there any models or tools for collaboration that you find useful, or that you don't like?

11. How well does it work for you? Why did you choose it/them?

12. What types of resources or tools about collaborative global development would support your work?

13. Anything else you'd like to share with us?

14. Next steps: We'll be scheduling a group session on April 1st from 12pm-2pm to bring this information together and discuss the creation of a tool or model to support your work.

Appendix C: Interviews Coding Trends

Codes	Global Seed Savers	Maji Safi Group	Into Your Hands Africa	EWB - USA	Shadhika	Bext360	Africa School Assistance Project (ASAP)	Total
Sharing	1	1	1	1	1	1	1	7
Transparency	1		1	1	1	1	1	6
Communication	1	1		1		1	1	5
HR		1	1	1	1	1		5
Clear roles		1	1	1			1	4
Cultural difference	1	1		1	1			4
finance/equity	1	1	1			1		4
Internal tools		1		1	1		1	4
Adaptation	1		1		1	1		4
Long term	1			1			1	3
Learning			1	1	1			3
Follow up tools		1		1		1		3
Management tools			1			1		2
Value						1		1

Table 3: Coding themes per organizations

Graphic 1: Major categories of collaboration keywords

Appendix D: Competencies Discussion

1. To lead and manage in public governance

   This project focused on nonprofit management, organizational management, and leadership because of the mission of the organization. Understanding the context helped to tailor the support required by the organization and its needs for improvement or changes. It was essential to gather enough information about the organizational management and to discuss with the leadership (CEO and Program Director) to set up the specific goals of the research.

   Courses supporting this competency: Organizational Management and Behavior (PUAD 5002); Public Service Leadership and Ethics (5006); Seminar in Nonprofit Management (PUAD 5110)

2. To analyze, synthesize, think critically, solve problems and make decisions

   This project required to choose a research method that would fit the purpose sought by the client. It was essential to select the right type of data and to discuss the analysis with the client. Knowing how to do a literature review was mandatory to explain the direction of the study and the assumptions made. The general findings came from qualitative data gathered during the research.

   Courses supporting this competency: Research-Analytic Methods (PUAD 5003); Evidence-Based Decision-Making (PUAD 5008); Introduction to PA and Public Service (PUAD 5001)

3. To communicate and interact productively with a diverse and changing workforce and citizenry

During this project, and especially in the second half, it was essential to establish good communication with the client. The Posner Center includes many very diverse organizations, and the selected sample was representative of it. Preparing the interview protocol, doing the interview in the presence of the client, and leading a focus group discussion were all challenging and educational. Finally, being an interviewer requires patience, adaptability to various audiences, know how to engage with professionals, and seeking more involvement beyond the context of the study.

Courses supporting this competency: Research-Analytic Methods (PUAD 5003); Evidence-Based Decision-Making (PUAD 5008); Public service Leadership and Ethics (PUAD 5006)