

ISPSO INTER-ORGANISATIONAL COLLABORATIONS POLICY

WHAT IS AN INTER-ORGANISATIONAL COLLABORATION?

Inter-organisational collaborations are partnerships made for purposes set out above. Partnerships involve ongoing interactions and negotiations so that ISPSO partnerships are horizontally consistent on norms and arrangements with other collaborating organisations while also enabling unique elements and synergies. The role of the ISPSO Board Member responsible for Inter-organisational collaborations is critical in facilitating and nurturing such relatedness and for developing best practices while maintaining institutional memory. The principles and objectives articulated below together with operational guidelines constitute this policy.

POLICY PRINCIPLES

1. This policy recognizes ISPSO membership diversity as comprising (a) psycho-analytic practitioners and clinicians (b) organisation consultants (c) coaches and mentors, (d) organisational leaders and (e) academicians.
2. ISPSO is committed to growth, diversity and internationalization to develop a vision of a larger scope for ISPSO of the future. This will involve building relationships across the world.
3. The Inter-organisational Collaborations policy is designed to actively build institutional relationships globally, particularly in countries and regions where ISPSO is not yet well known or represented.
4. The policy is designed to provide members more ongoing value to experience innovative approaches, develop frameworks for addressing individual and group wellbeing where concepts and praxis can both be developed.
5. The policy is premised on noting that there is enormous unexplored potential for collaborations with other organizations in the world in the psycho-analytic study of organizations, system psychodynamics and socio-analytic approaches focusing on 'wellbeing' of individuals, groups, teams, and open systems in the form of 'process work', 'diagnostic work' and 'consulting work' for groups and organizations that can expand our frameworks, vocabulary and perspectives.
6. ISPSO will priorities collaborations that focus on mutual benefits, co-creation, lasting value and sustainability over one-off events.
7. Since ISPSO is a membership-based organisation, in making Inter-organizational Collaborations, there is a need to create balanced reciprocity in agreements with organizations, which are not membership-based.
8. ISPSO Inter-Organizational agreements require stating responsibility and accountability of all Parties. A guiding principle would be periodic review of all collaborations and the period for review can vary between annual, bi-annual or quinquennial but not exceeding five years.
9. Any financial outflows arising from inter-organisational collaborations require be reviewing annually and specifically providing for in every annual budget approved by the ISPSO Board.

OBJECTIVES OF THIS POLICY

1. To enable Inter-Organisational Collaborations that enhance learning and experiences of value to ISPSO membership with due regard to ISPSO Purposes as enshrined in our By-laws and the evolving membership profile of ISPSO.

2. To expand reach and scope of the dissemination of ISPSO expertise and knowledge alongside absorption of learning, experiences and discoveries in our field from work done by others in the world through ongoing collaborative institutional endeavors that can take various forms.
3. To initiate a growth and internationalization policy that supports ISPSO vision and strategy for more diversity and inclusivity for developing relationships across the world, especially in countries and regions where ISPSO is not yet well known or represented.
4. To mitigate conflicts of interests between ISPSO and ISPSO's collaborating organisations so that collaborations are based on reciprocity, fairness, and equitable mutual benefits.

OPERATIONAL GUIDELINES

1. AUTHORITY

1.1. WHO MAY INITIATE

Any ISPSO member may propose or initiate contact with an organization that can potentially enhance or further ISPSO objectives. ISPSO also welcomes other organisations to initiate contact and express interest in exploring a partnership. ISPSO members may exercise personal authority as members for initiating conversations for prospective collaborations in their networks, communities of praxis and geographical habitats keeping the Board Member responsible for Inter-organisational Collaborations informed.

1.2. ROLE OF ISPSO BOARD

All inter-organisational collaborations require ISPSO Board Approval. The ISPSO Board will continue to have a Board Member responsible for Inter-Organizational Collaborations to nurture existing collaborations and support discussions and negotiations over new collaborations. Before initiating formal negotiations (after initial informal contacts) for inter-organisational collaborations, it would be necessary to ascertain whether the persons involved from the other side have the delegated representative authority.

2. WHAT CAN BE AGREED AND HOW

- 2.1. In evaluating proposals for inter-organisational collaborations, primacy would be accorded to ISPSO membership benefits, mutuality, reciprocity, equity and co-creation beyond one-off events. A separate policy for one-off events is desired for pecuniary and non-pecuniary reasons.
- 2.2. Inter-organisational collaborations will have to be horizontally consistent on norms and arrangements with other collaborating organisations while also enabling unique elements and synergies.
- 2.3. ISPSO will not make inter-organisational collaborations with financially stressed potential partners whose primary motivation is to increase their visibility or revenues by getting ISPSO or its membership to incur financial or reputational costs.
- 2.4. The ISPSO Board Member responsible for Inter-organisational collaborations will facilitate and nurture relatedness of existing partnerships, and potential partners developing best practices while maintaining institutional memory.
- 2.5. All proposals brought to the ISPSO Board for approval shall state terms and conditions, and reciprocities between the Parties.

3. FINANCIAL GUIDELINES

- 3.1. Episodic, open-ended, indefinite, recurring financial commitments in perpetuity will not be authorized in any Inter-Organisational Collaborations and those existing at present will be terminated when this policy comes into effect.

4. CONFLICTS OF INTERESTS

- 4.1. Due to the plurality of membership roles with roles in other organisations with similar purposes and interests it is natural that relations at an individual level can ignite explorations for co-created events. Longer-term commitments between institutions require formal agreements at an organisational level so that there is always an ongoing interface that is not dependent on a person or burdened by an event and its one off character, or even the absence of an event for some time.
- 4.2. Care would be taken to ensure that plurality of membership does not create a situation that the same person ends up representing two organisations involved in an Inter-Organisational Collaborations negotiation.
- 4.3. Only members can represent ISPSO. Non-members and nominees of Institutional Members are not eligible to represent ISPSO.
- 4.4. Collaborating organisations aim to share their activity calendars for the year or biennium to avoid conflicts or overlapping in scheduling that can adversely affect participation in their respective events and activities.
- 4.5. Safeguards to avoid personal affiliations with other organisations interfering with ISPSO interests require ISPSO Board Members to declare their roles and recuse from participating where they have interests in roles in other organisations when inter-organisational arrangements are discussed or come up for Board Approval.

5. PRO-ACTIVE TRANSPARENCY

The ISPSO website will have a publicly accessible icon INTER-ORGANISATIONAL COLLABORATIONS where existing collaborations would be mentioned. The website would clearly announce that ISPSO welcomes collaborations with like-minded organisations and their memberships and looks forward to exploring inter-organisational linkages where synergies of various kinds can be prospected . Modalities and contact details of the person on the Board who can be contacted for doing so will be mentioned.

6. OPERATIONAL GUIDELINES

- 6.1. With due regard to sensitivity and confidentiality in negotiating inter-organisational collaborations and to scheduling meetings, developing agendas and exploring the realms of the feasible, representative authority exercised in inter-organisational interfaces will be limited to what is necessary, prudent and desirable.
- 6.2. If an inter-organisational interface reaches a potential co-created event or series of events or activities, the Events Director will be involved. Until then if there is merely an intent to collaborate but a specific event proposal is yet to emerge, it remains an inter-organisational exploration around existing or proposed collaborations which have potential of affecting other partnerships and hence discretion will be emphasized.
- 6.3. There will be a complete handing over and taking over when Board Role for inter-organisational collaborations changes.
- 6.4. Inter-organisational collaborations involving professional contributions from two or more organisations co-creating the designing, development and delivery will not be conflated with co-hosting where the other party is only offering facilities or sponsorship.

- 6.5. The contents of all inter-organisational collaborations would have some common standardized elements to both promote and to safeguard ISPSO interests for sharing of resources, operational facilitation and financial commitments and, some special provisions and unique elements arising out of the particular strengths and opportunities that any specific Inter-organisational Collaboration opens up. The ISPSO Template for Inter-Organisational Collaborations will reflect this pattern in its form and structure.
- 6.6. The Board Member responsible for Events and the Board Member responsible for Inter-Organisational Collaborations will work closely with each other. The potential and prevailing partnerships can visualise new events and activities. In addition, events may give rise to the need to deepen and widen existing and potential lasting relations with other organisations. It is necessary to develop articulated norms and templates for use for events to be properly authorized, approved, reviewed, budgeted since the handbook is outdated.
- 6.7. Future Plans for the biennium and annual plans shall keep in view three priorities: *Development of new relations at ISPSO initiative, Nurturing the existing IOC relations and, Responding to approaches by other organisations.*

7. DOCUMENTATION

- 7.1. All MOUs and inter-organisational agreements shall henceforth be dated and have a dateline for review, expiry or renewal. A template for this purpose is appended.

8. MISCELLANEOUS

- 8.1. There will be a mention of how costs and revenues would be shared and of financial transactions, if any, and attention needs to be given to balanced reciprocity in marketing, promoting, reputational enhancing aspects.
- 8.2. The IOC policy shall not be compromised by promoting on our listserve / announcements / social media / newsletter events of other organisations without a written agreement on reciprocity.
- 8.3. The above policy is effective from (date).
- 8.4. The ISPSO Board shall conduct a mapping analysis to track emerging trends and potential new partnerships as part of ISPSO strategy.



INTER-ORGANISATIONAL COLLABORATION AGREEMENT BETWEEN:

The International Society for the Psychoanalytic Study of Organisations (ISPSO)

And

[Partner Organisation Name]

Effective Date: *[Insert Date]*

Duration of Agreement Validity: *[Insert Date]*

A. Preamble

Desirous of collaborating, the Parties to this agreement set out the terms of collaboration between *ISPSO* and *[Partner Organisation Name]* to foster mutual growth and collaboration through co-creation of activities based on balanced mutual reciprocity to enhance learning and benefits of value for members of both organisations keeping in mind the purposes for which the two Parties were established.

B. General Terms and Conditions of this Agreement

The general terms and conditions that the Parties agree upon are:

1. Cognizant of the purposes for which the two organisations are constituted, the Parties agree to respect their respective uniquely articulated visions and missions while pursuing co-creations on common grounds explored and set out in the Specific Terms and Conditions of this Agreement.
2. The Parties shall co-create initiatives to provide professional development opportunities and resources for members.
3. As part of dissemination of knowledge and expertise that can enable the spread of ideas, methods, frameworks, concepts and processes to enrich the lives and work of professionals anywhere in the world, the Parties may co-create learning opportunities also for non-members through jointly organised events, conferences, and projects.
4. The Parties agree to announce and promote events and activities of each other through their respective communication channels.
5. Both parties will agree in advance on sharing of costs and revenues and financial obligations related to all collaborative activities. Neither party will incur financial commitments on behalf of the other without prior written consent.

C. Specific Terms and Conditions of this Agreement

(Here the specific scope and terms of the agreement unique to each MOU will be spelt out)



D. Conflicts of Interest

1. The Parties undertake to coordinate scheduling of activity calendars of each Party to avoid overlapping in scheduling activities and endeavor to sincerely avoid conflicts of interest that can adversely affect collaborative activities.
2. Representatives of both organisations will disclose any potential conflicts as they arise or are anticipated.

E. Duration and Termination

1. This MOU will remain in effect for the period set out in this agreement with the possibility of renewal upon mutual agreement.
2. Either party may terminate this MOU by providing 90 days written notice.
3. Termination of this MOU will not affect ongoing projects or obligations unless mutually agreed.

F. Review and Amendments

1. This agreement will be reviewed annually for relevance and value to both organisations.
2. Amendments may be made by adding codicils to this Agreement in the form of supplementary written agreements.

Validity

This Agreement represents the understanding between ISPSO and [*Partner Organisation Name*] to collaborate as stated for the period specified and is signed by authorised representatives of both parties.

For ISPSO:

For [*Partner Organisation Name*]:

Name of Organisation:

Name of Organisation:

Address of Organisation:

Address of Organisation:

Name of Authorised Representative Signatory:

Name of Authorised Representative Signatory:

Title of Authorised Representative Signatory:

Title of Authorised Representative Signatory:

Contact Email of Authorised Signatory:

Contact Email of Authorised Signatory:

Date: _____

Date: _____

Place: _____

Place: _____