Appendix 2: Checklist of recommendations

Recommendations	Already doing	Will review
1 **Define clear aims, objectives and evaluation criteria – together** **Can help ensure that:** • Collaboration is evaluated and monitored in terms of its aims, objectives and effects • The problem of symbolic collaboration is reduced thanks to a clear collaborative framework • Partners with the right competencies for the task are included in relevant parts of the process • Negative effects of perspective drift are reduced through clear roles	☐	☐
2 **Confront power imbalances** **Can help ensure that:** • An equal and inclusive environment is created, where there is a balance of power rather than an imbalance of power • Trust in the expertise of the other collaborative partners is enhanced • All parties are actively involved and it is clear who is expected to contribute what • Knowledge exchanges take place between all parties and everyone is given the opportunity to develop their skills	☐	☐
3 **Communicate to build trust and confidence** **Can help ensure that:** • Long-term relationships within the collaborative initiative are built and maintained thanks to trust-building communication • All perspectives and views are gathered through an open flow of information in all directions • A culture change takes place, thanks to the building of trust and confidence • Challenging problems get new potential solutions through open dialogue	☐	☐

Recommendations	Already doing	Will review
4 Create conditions for remuneration and representativity **Can help ensure that:** • Power imbalances are reduced or eliminated • More perspectives can be included through the introduction of flexible remuneration models • Key stakeholders who would otherwise be missed can be included through adaptation to individual needs of participation • Trust and belonging are promoted through the introduction of an inclusive way of working	☐	☐
5 Build a long-term structure for collaboration **Can help ensure that:** • Costs and time are reduced by not having to reinvent the wheel every time you need to collaborate • The problem of purely symbolic collaboration is eliminated when collaboration is a permanent feature in the organization or system • Recruiting representatives for different collaborative initiatives is easier because a structure is already in place • Trust and confidence in an organization grow if the organization signals that collaboration is such a priority that a solid structure is in place • Loss of knowledge and skills is reduced because there is a structure to manage them over time	☐	☐
6 Share positive and negative experiences and learn from others **Can help ensure that:** • Others are helped to collaborate better, leading to an improved culture of collaboration throughout society • New cross-organizational and cross-system collaborations are made possible thanks to the wide dissemination of results and experiences • A collaborative approach is normalized through open dialogue • Public understanding and interest in collaboration increase	☐	☐