

ANNUAL REVIEW *of* SOCIAL PARTNERSHIPS

An International Annual Edition on Cross-Sector Social Interactions

SEPTEMBER 2015 | ISSUE 10



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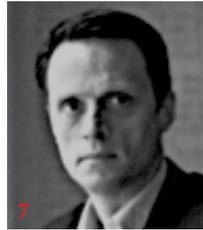
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by Dr. Lea Stadtler, *Research Fellow, University of Geneva.*

Acronym	Full Term	Explanation
ARSP	<i>Annual Review of Social Partnerships*</i>	The ARSP is the open access online journal on cross-sector social interactions that you are currently reading.
AOM	<i>Academy of Management*</i>	The AOM is the preeminent professional association for scholars dedicated to the advancement of management.
BoP	Base of the Pyramid / Bottom of the Pyramid	The term BoP refers to the largest, but poorest, socio-economic group.
CEO	Chief Executive Officer	The CEO is the most senior corporate officer in charge of managing a for-profit or nonprofit organization.
CSP / CSSP	Cross-Sector Partnership / Cross-Sector Social Partnership	The term CSP indicates a (social) partnership between actors from the business, public, and/or civil society sectors. The terms CSP and CSSP are here used synonymously.
CSSI	Cross-Sector Social Interactions	This term was introduced at the first International Scoping Symposium on cross-sector interactions in 2007. It responds to the need for a distinctive and 'uncharged' term that provides a wide enough spectrum to encompass past practices, as well as future ones, emerging at the intersection of the business, public, and civil society sectors.
CR / CSR	Corporate Responsibility / Corporate Social Responsibility	CR/CSR denotes a concept and practice whereby companies voluntarily integrate social and environmental concerns in their business operations and interactions with their stakeholders. Overall, the term refers to a company's responsibility for its impacts on society. The terms CR and CSR are here used synonymously.
DJSI	<i>Dow Jones Sustainability Indices*</i>	The DJSI are a family of indices evaluating the sustainability performance of the largest 2,500 companies listed on the Dow Jones Global Total Stock Market Index.
FTSE4GOOD	<i>FTSE4GOOD*</i>	The FTSE4Good Index Series are ethical investment stock market indices that the FTSE Group launched in 2001. They are designed to measure the performance of companies demonstrating strong environmental, social, and governance (ESG) practices.

**All words in italics throughout the ARSP incorporate hyperlinks directly linking to original sources for more information.*

Acronym	Full Term	Explanation
HR	Human Resources	HR relates to the set of individuals who make up an organization's workforce. The term is often also used for an organization's division focused on employee-related activities.
ISO 14001	<i>ISO Standard for Environmental Management Systems*</i>	The ISO standard sets the criteria for an environmental management system. It does not state specific requirements for environmental performance, but maps out a framework that an organization can follow to set up an effective environmental management system.
ISO 26000	<i>ISO Standard for Social Responsibility*</i>	This standard provides guidance on how organizations can operate in a socially responsible way; that is, acting in an ethical and transparent way that contributes to the health and welfare of society.
MDG	<i>Millennium Development Goal*</i>	The United Nations MDGs are eight development goals for 2015, on which all countries and leading development institutions have agreed.
MoU	Memorandum of Understanding	An MoU is a partnering agreement that partner organizations enter into voluntarily.
NGO	Non-Governmental Organization	An NGO is a nonprofit organization (hence it is neither part of a government, nor a for-profit business) that excludes government representatives from its membership.
NPO	Nonprofit Organization	An NPO is an organization serving a charitable purpose, such as education, culture, religion, health, society, or sports, and raises funds to serve the social good rather than to profit individuals.
PPP	Public-Private Partnership	A PPP is a type of CSSP between companies and public sector organizations/governments, often focused on infrastructure development and public services.
SA8000	<i>Social Accountability International SA8000 Standard*</i>	SA8000 is an auditable certification standard that encourages organizations to develop, maintain, and apply socially acceptable practices in the workplace.
SDG	<i>Sustainable Development Goal*</i>	The SDGs are goals in preparation to build on the MDGs and to converge with the post 2015 development agenda.

**All words in italics throughout the ARSP incorporate hyperlinks directly linking to original sources for more information.*

Acronym	Full Term	Explanation
SIM	<i>Social Issues in Management*</i>	The term SIM describes a field of study that, initially focused on social problems and corporate disasters, later developed streams of research and theory on the relationships between business and society, and the contributions each can make to a better quality of life for all people. Further, SIM denotes a special interest group formed within the AOM in 1972, which is interested in the exploration and analysis of various environmental and stakeholder impacts on the organization and the organization's effect on stakeholders.
UN	<i>United Nations*</i>	The UN is an international organization of countries set up in 1945 to promote international peace, security, and cooperation.
UN PRME	<i>UN Principles for Responsible Management Education*</i>	The PRME is the first organized relationship between the UN and business schools, with the PRME Secretariat housed in the UN Global Compact Office. The PRME's mission is to globally inspire and champion responsible management education, research, and thought leadership on the basis of six core principles.
UNGC	<i>United Nations Global Compact*</i>	The UNGC is a United Nations strategic policy initiative for businesses committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment, and anti-corruption.

**All words in italics throughout the ARSP incorporate hyperlinks directly linking to original sources for more information.*

The ARSP abbreviations list was compiled by Lea Stadler. This version received helpful feedback by Jennifer Leigh, May Seitanidi, and Arno Kourula. Our goal is to achieve clarity and facilitate the development of collectively agreed definitions that will help us avoid misunderstandings and facilitate communication between academics and practitioners. In the process of collectively extending and improving this document we would much welcome your comments. Your contribution will be acknowledged in the next version of this document. Please contact *Lea.Stadler (at) unige.ch*

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by Dr. M. May Seitanidi (FRSA)

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Explorations at the Edge of Divides¹

Collective Creativity: Pixar & ARSP

What does Pixar and a French rat who aspires to be a chef have in common with the ARSP? Surprisingly much more than one might initially suspect. After reading an article on collective innovation by Ed Catmull², president of Walt Disney and Pixar Animation studios, I was cautiously intrigued by the similarities that started to unravel. Watching a few of his online interviews convinced me to pursue this unconventional comparison, as the emerging insights were impossible to ignore.

Filmmaking is one of many types of complex product development involving not solo, but collective creativity³. In both filmmaking and an annual publication, such as the ARSP (this issue is 138 pages), a large number of people with complementary talents, but often from different disciplines and with different levels of experience and cultural backgrounds, work together to solve many problems. They make hundreds of decisions in the process of developing a large project where everyone's contribution, no matter how small, adds significant value to the creative collective outcome. A film usually takes four to five years. The ARSP takes a full year to come to fruition and almost 10 years to achieve the results of this celebratory issue.





Cover of Ratatouille film, Pixar Corporation.

Catmull suggests that Pixar “is a community in the true sense of the word”⁴. This is also the case with the ARSP, prioritising long-term relationships and nurturing talent, allowing for new breakthroughs to emerge. A nurturing community of natural supporters and challengers, that support and nudge the development of new bridges across rifts of expertise, talents, backgrounds and our prime theory-practice divide. Catmull’s main point is that developing a community, rather than a traditional filmmaking business, does matter in fostering collective creativity. The ARSP, a non-traditional publication, not only produces an annual collaborative outcome, but also aims to move further than Pixar by cultivating processes that will foster collective creativity across a much larger international community for the development of many diverse research and practice outcomes.

The ARSP grew organically, slowly at first and more dynamically in the last four years. Our rapid growth pushed us to articulate recently our mission: ‘To serve society internationally by promoting values-based collaborative value creation in theory and in practice’. We developed our processes in a way that made sense to the core team that soon grew to 22 editors and nine advisory board members, with one vision in mind: ‘To inspire global collaboration for the social good’. We might not be able to produce moving pictures and our ARSP characters might look significantly different, even in the cartooned versions, but like Pixar, we are also trained to achieve what previously was thought impossible in our field of knowledge.

Comparing the ARSP with Pixar is at the edge of impossibility due to the vast differences. However, comparing systematically across such different industries and organisational structures allows for a deeper reflection around our surprisingly similar collective creativity supporting processes.

In the first column of Table 1 the collective creativity model of Pixar is summarised. The second column summarises ARSP’s collective creativity model. The revelation of similarities not only provided affirmation that, despite our significant differences, we are actually following a very successful model that not only fostered collective creativity in a very competitive industry, inspired other large teams, but importantly encouraged strong relationships, development of many successful projects and provided opportunities for individual growth and skill development. The third column presents the significance of the collective creativity value creation model that can be summarised in the following way: Managing large risks collectively, through the engagement of multiple users as creators and consumers, supported by appropriate processes and valuing limits of time, budget and people-constraints, facilitates the development of a responsible community that practices collective creativity skills and systematically develops breakthroughs as a result of collective novel value creation. Furthermore, Table 2 provides a list of the collective creativity skills that accrue from the ARSP’s model supporting the value created for individuals involved.

Pixar	ARSP	Significance
<p>A true community that prioritises long lasting relationships and rests on the basic belief that talent is rare and the management’s role is to build capacity to recover failures.</p>	<p>A true community that prioritises long lasting relationships and rests on the basic belief that the unique combination of talent, experience and character are rare. The management’s role is to build capacity and create value that meets requirements of diverse audiences.</p>	<p>Instead of exaggerating the importance of the initial idea of an original product as superior to the collective creativity, nurturing a true community prioritises the importance of managing large risks collectively, inherent in producing breakthroughs.</p>
<p>Type of innovation: technological pioneer in computer animation leading to new types of films.</p>	<p>Type of innovation: curation of meta-data in the CSSI field by capturing the theory-praxis interface.</p>	<p>Identifying and defining a new space of value creation.</p>
<p>Outcomes: released the first computer-animated film in 1995 ‘Toy-story’ and eight other films in the next 13 years.</p>	<p>Outcomes: released the first dual realm (theory-praxis) user-centered publication in the field of CSSI in 2006 as a collaborative outcome of an online group. Started developing additional shared outcomes such as professional development workshops, papers and books in more recent years.</p>	<p>Bringing together multiple users as creators and consumers of the new outcome by providing access to the new medium. Pushing the boundaries through novel creation, based on original internal ideas, rather than copying existing models, key in achieving breakthroughs.</p>
<p>Main challenges: Coordination of ideas in the lines of the script, the performances, the design of characters, sets and backgrounds; locations of the camera. Ideas do not come only from the director, but from all the members of production who contribute ideas and offer suggestions. Coordination of talented people working together.</p>	<p>Main challenges: Coordination of ideas, contributions, reviews, interviews, design, sponsorships, new section management, promotion, co-ordination of processes and people virtually and across time-zones. Managing ARSP volunteering along with academic/practitioner full-time positions (junior team members contributions are limited and receive mentorship).</p>	<p>Collective creativity is present in all processes, involving all members of the production team with the aim to develop a coherent whole that aspires to contribute value for many around the world.</p>
<p>Limitations: To operate within time, budget and people constraints.</p>	<p>Limitations: To operate within time, budget and people constraints.</p>	<p>Valuing limits allows for breakthroughs in processes maximising efficiency and effectiveness. Development of responsible teams able to manage their value-creation tasks, amounting to a responsible community that in cases of crisis teams lend their skills to each other without undermining original task authority. Peer culture appreciation by understanding the interdependences across teams.</p>
<p>Skills of Collective Creative Leaders: Masterful ‘storytellers’ and ‘translators’ of story to film. Guidance provision to team members and empowerment. Analytical skills and ability to harness analytical skills of others. Ability to understand the thinking behind suggestions and ability to appreciate contributions from everyone.e</p>	<p>Skills of Collective Creative Leaders: Masterful ‘storytellers’ and ‘translators’ of story to writing and projects for diverse audiences. Guidance provision to team members and empowerment. Analytical skills and ability to harness analytical skills of others. Ability to understand the thinking behind suggestions and ability to appreciate contributions from everyone.</p>	<p>Developing and practicing collective creative skills for collaborative problem solving while removing the negative effects of ego. Hence, increasing problem-solving skills in practice. The process of constant feedback and participation in decision making encourages risk taking and creativity. Accepting that trying out new ideas as part of a process that needs collective experimentation leading to collectively agreed perfection.</p>

Table 1. Comparing Collective Creativity in Pixar & ARSP

Collective Creativity Skills Enabled through ARSP Volunteering
Developing coherent ideas and turning them into stories
Developing and translating stories for multiple audiences
Learning to guide and empowering others within a shared vision and helping them to make sense of many diverse ideas in a coherent whole
Providing feedback to others while allowing them to develop creative ownership
Enhancing creativity through peer feedback and avoid wasting unnecessary solo-creativity time that lacks important feedback
Developing trust in collective creativity

Table 2. ARSP Collective Creativity Skills

Today, more than ever before, the complex social problems that we face globally call intensively not only for cross-sector collaboration, but for the development of collective skills that will prioritise in all collaborative interactions the social good for many that has not so far been achieved systematically. A notable example of such a challenge is seen in the UN’s recent summary report on their millennium development goals (MDGs) assessing 8 target areas intended to reduce poverty which stated that after 15 years the development framework yielded “uneven achievements and shortfalls in many areas.”⁵ The development of such skills usually comes with time, through exposure and guidance by experienced and generous mentors. Being part of such teams allows for quick learning through experimentation and multi-stage knowledge sharing, rapid skill development that can lead to significant breakthroughs. Such skills are highly linked with practice rather than theory. Collective creativity skill development occasions, such as the one offered by the ARSP, are opportunities to explore at the edge of divides by imagining and creating bridges that push forward our thinking in practice and as such can challenge our theory building skills.

One of the prominent divides that we aim to bridge within our field is the one between theory and practice. An alternative unifying word proposed is **thesis** to describe the outcome that is achieved when combining the knowledge and skills associated with the realms of 'theory' and 'praxis'. Thesis is derived from the combination of the two words **theory** and **praxis**. Thesis refers to the ability of people to move to an evolved

understanding in any field by merging theoretical and practical insights, theories and experiences. As such the ARSP addresses in its pages academics and practitioners at the same time aiming to bring the two spheres of reality closer, hence facilitating improved understanding, expedited application of theory to practice and sharing practice insights with academics. By being able to share a common word we hope to be able to collectively define it and practice it.

In this issue we invite you to celebrate with us our 10th ARSP Anniversary issue. We celebrate cross-sector volunteering, readership and inspiration from scholars and practitioners. We are grateful to our celebration committee, who called for the reflections of the ARSP team members and the appreciation commentaries of our readers on how they benefit by volunteering or reading the ARSP. We took our celebrations a step further and decided to involve everybody. Hence, we established the **ARSP International Thought, Practice & Thesis Honors List** and invited everyone to vote for their thought, practice or thesis leaders. Colleagues from 13 countries participated not only by voting for the leaders that inspired them, but provided impact stories. We are grateful for all your votes and inspirational stories. All the details will become available on the **ARSP Facebook page**.

In our 10th celebratory issue the six ARSP sections bring you: an overview of the most recent partnership publications, in addition to a new column of partnership reports from practice, and an insightful interview with

partnership pioneer Simon Zadek on the fitness of partnerships for system change.

The Pedagogy Section offers suggestions on how to teach systems thinking in CSSPs and celebrates the 10th issue by providing a starter Tool Box on how to design lectures on partnerships. This is an invaluable tool that the pedagogy team developed after widely consulting with the CSSI Community and receiving outstanding teaching innovations that promise to make teaching partnerships easier and more enjoyable for the students.

Don't miss this year's Thought Gallery Section that hosts the insights of a partnership pioneer, Barbara Gray, who inspired many in our field, explaining the importance of scope, scale, serendipity and sabotage in designing cross-sector partnerships.

We are grateful to our three section sponsors for their support: The Partnerships Resource Centre (PrC) at Erasmus University, sponsoring the Sustainability Partnerships Section, the Geneva PPP Research Centre at the University of Geneva sponsoring the Pedagogy Section, and the Open University sponsoring the Community Section.

The Sustainability Partnerships Section showcases a large-scale research project on governance mechanisms for infrastructure PPPs, which holds interesting insights for partnership theory and practice. Two partnership cases from practice—one on energy efficient buildings in the USA and one on enhancing the skills of European SMEs on environmental sustainability—offer fresh insights on the practice of partnering.

The Praxis Section presents an interview with Jim Thompson, Director of Innovation at the US Department of State, on the strategic policy role of partnerships for

the US Government and a contribution by Jeanine Santelli on the role of community engagement in reducing high blood pressure. The section also includes an overview of upcoming partnership conferences and offers overviews of previous events that our readers sent us information or our editors attended.

This year's Community Section puts the spotlight on the role of partnerships in international development. Interviews with two renowned experts—one from academia (Prof. Jennifer Brinkerhoff) and one from practice (Dr. Marco Ferroni from the Syngenta Foundation for Sustainable Agriculture) offer new perspectives on the use, appropriateness and challenges of partnerships, and reveal some of the future issues for partnerships. In order to celebrate the 10th anniversary issue the section invited a partnership thought leader, Jem Bendell, to share his reflections from his partnership journey through the years. The section concludes with the new community members and updates from existing members.

We are grateful to our three section sponsors for their support: The Partnerships Resource Centre (PrC) at Erasmus University, sponsoring the Sustainability Partnerships Section, the Geneva PPP Research Centre at the University of Geneva sponsoring the Pedagogy Section, and the Open University sponsoring the Community Section. All three sponsors provide practice-based insights on the alignment of their aims with cross-sector collaboration and offer updates on their latest programmes and plans. We are appreciative of our 21 distribution partners that provide open access to the ARSP through online interfaces contributing to the wide circulation of the ARSP to over 50,000 direct recipients achieving a little less than 1,500 downloads per issue.

These numbers are likely to continue growing as we proudly announce our partnership with Greenleaf Publishing. Starting from the current issue, the official publisher of the ARSP will be Greenleaf, continuing to offer through its website the ARSP on open-access. You will be able to download past and new ARSP issues from the following link: <http://www.greenleaf-publishing.com/arsp>

The ARSP is now being catalogued in Ingenta Connect, hence increasing the access of the publication to 1.2 million people around the world (in addition to its

direct recipients). The partnership with Greenleaf is an important step in scaling up the impact of the ARSP allowing us to focus on improving the content and extending the coverage of topics.

In this issue we welcome our first advisory board member from the private sector: Greg Chant-Hall, Head of Sustainability at Skanska. Warm congratulations to our new Section Editor, Salla Laasonen who now leads the Publications Section (previously associate editor in the same section). We extend our warm welcome to Lucian Hudson, our new Praxis Section Editor, Director of Communications at the Open University, UK and to four new associate editors, Stella Pfisterer (Publications Section), Lea Stadler (Pedagogy Section), Domenico Dentoni and Jill Bogie (Community Section). We also welcome new colleagues who join or re-join providing extremely valuable support on the collective creation

magical things happen”⁶. For the ARSP the interplay mix is even more challenging as it is between science, practice and art, hence holding higher potential. We might often not know exactly what we are looking for, but we trust our skills and abilities to get there. We welcome for this purpose the support and comments from all. In this process of achieving accelerated interdependence there is a cost: the process binds and separates faster the parts. When the binding works the results magnificently strengthen all the parts and collective creativity is a natural occurrence.

As I step down from my role as the ARSP Editor I would like to thank for their trust and support all our esteemed Advisory Board members who believed in the ARSP and inspired our efforts. I am grateful to all our present and past Editorial Board members who passionately contributed their expertise, experiences and skills by



ARSP collective creativity ‘characters’ from left to right: Jennifer Leigh, Arno Kourula, Adriane Macdonald, David Hyatt, Lea Stadler, Verena Bitzer, Stella Pfisterer, Jose Carlos Marques.

process and its many demands: Özgü Karakulak and Cheryl Martens. The bios of all the ARSP team members are available in the front pages.

improving our collective thinking, focusing our efforts and generously volunteering their time for our common purpose.

Walt Disney believed that when “technology meets art

I am indebted to Arno Kourula and Jennifer Leigh for

ARSP New Editor: Verena Bitzer

Verena's research expertise lies in business-NGO partnerships, co-innovation and voluntary sustainability standards as mechanisms to address complex sustainability challenges in global chains. Verena has extensive experience in carrying out research activities in developing countries and emerging economies (e.g. Malawi, Peru and South Africa) together with local partners in the spirit of engaged inquiry. Her research has been published in international journals, including the *Journal of Business Ethics*, *Global Environmental Change*, *Journal of Cleaner Production* or *Current Opinion in Environmental Sustainability*. She is also the lead editor of a new book volume on the *Business of Social and Environmental Innovation* (Springer, 2015). While she has lived, worked and felt at home in different countries, her native country is Germany.

sharing the purpose when it was still undefined. As partnership sensemakers they crafted new meaning, imagined and created new value through their ARSP sections, serving a collective purpose selflessly and sharing this value for the benefit of our international community. In this process, and as true intellectual shamans⁷, they allowed others to elevate their skills by tirelessly providing guidance and support, and acted as my personal collaboration healers.

Pixar faced a big challenge in 2006: they merged with Walt Disney Company and had the opportunity to test if their principles and processes were transferable. We now face a similar challenge. In our efforts of community building and bringing together the ARSP with the Cross-Sector Social Interactions Symposia Series under a new platform, we hope to transfer our principles and processes for collective creativity to serve our international community across multiple divides.

In this important moment I am delighted to pass the leading ARSP editorial role to an interdisciplinary cross-sector collaboration colleague. Verena Bitzer has been the Editor of the Community Section and she will be the new ARSP Editor. Verena recently started working as a Senior Advisor & Researcher at the Royal Tropical Institute (KIT) in Amsterdam, the Netherlands. Prior to this, she spent two years in South Africa where she not only completed a postdoctoral fellowship at the University of Cape Town's Graduate School of Business, but also pursued her love for nature by qualifying as an official field guide and tracker in South Africa's bushveld. I am confident that Verena's knowledge, experience and abilities will lead the ARSP in new explorations within our familiar field, but perhaps even guide our collective creativity into the unknown thesis bushveld.

| ARSP |

As our explorations will continue we look forward to your contributions, comments and views on our *Facebook page*, by email or by joining our community on our new collective platform: <http://www.cssicommunity.org/>
e-mail: Mmayseitanidi (at) yahoo.com

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PUBLICATIONS

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by Dr. Salla Laasonen

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Tri-Sector Partnerships at the Focal Point

It is a great pleasure to provide the 10th overview of the work published on cross-sector partnerships. We aim to provide a broad annual (1/2014 until 2/2015) overview of the journal articles, reports, books, and doctoral dissertations published on the topic. The three overviews in this issue emphasize different viewpoints: the business-NGO, government-business (José Carlos Marques), and nonprofit-government interfaces (Stella Pfisterer). Stella also provides us with

a review of a recent book, and Verena Bitzer concludes with an interview with Simon Zadek, a pioneer in the field of partnerships.

Our overview consists of 140 publications, out of which 89 are peer reviewed journal articles, 25 are books, 15 reports, 12 book chapters, and 2 doctoral dissertations (See Fig. 1). This year, the journal articles included in our review were published in a wide range of journals (altogether 49 journals). Out of those journals, Regulation & Governance, Business & Society, and Journal of Business Ethics contain the most articles (see Fig. 2).

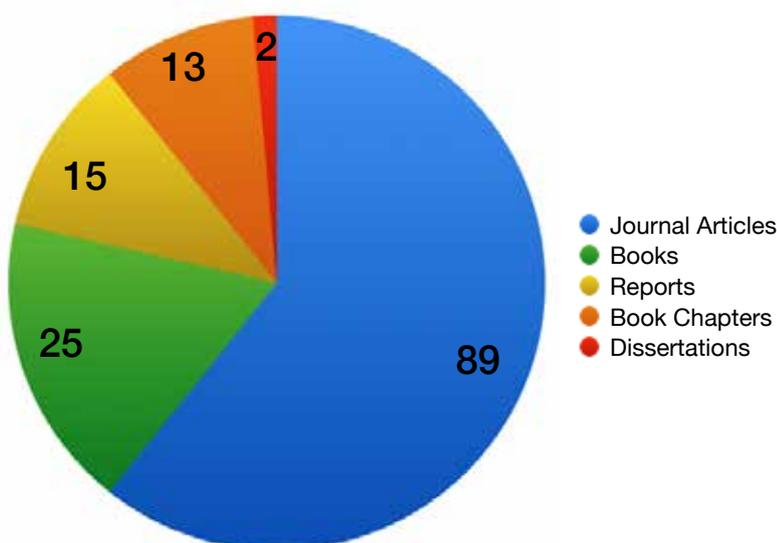


Figure 1. Publications per type

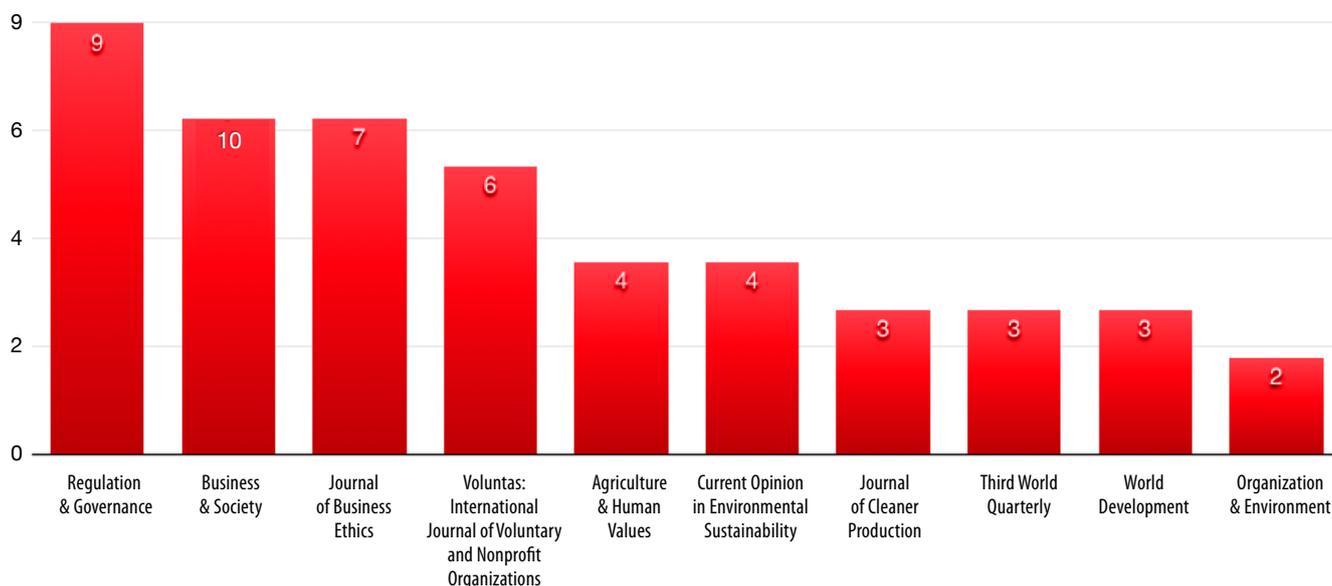


Figure 2. Journals with most CSSP articles

In terms of business-NGO interaction, one of the most comprehensive perspectives to the topic is provided by Austin and Seitanidi¹ on value creation in nonprofit-business collaborations. In addition, a few studies review and model NGO-business interaction, either from a collaborative² or pressure and influence³ perspective. However, the focus on tri-partite partnerships, especially in the form of different multistakeholder initiatives (MSIs)⁴ such as the RSPO (Round Table of Sustainable Palm Oil)⁵ and FSC (Forest Stewardship Council)⁶ is growing. The role that businesses play in global value chains, especially agribusiness, has been the focus of several studies⁷. One common denominator for these studies is a critical assessment of the expectations placed on partnerships, which centers on the following themes: The difficulty of measuring societal impact; the limited transformational capacity of partnerships in empowering local smallholders; the unequal power relations of the actors engaging in partnerships; and finally, the dominance of the Western market logic in different partnership arrangements⁸. Responding to these critical points can be seen as one of main challenges of cross-sector partnerships in the coming decade.

In addition to business-NGO interaction and MSIs, several studies focus on tri-sector partnerships, including renewable energy partnerships⁹, emergency management and disaster relief¹⁰, the UN Framework for Business and Human Rights¹¹, peace development in fragile states¹², strategic alliances¹³, the formation of social responsibility clusters¹⁴, and partnerships in the cocoa sector¹⁵. The variety of themes intersecting with partnerships can also be seen in this year's publications in the form of corporate community involvement¹⁶, the base of the pyramid (BOP) concept¹⁷, corporate philanthropy¹⁸, and social entrepreneurship¹⁹. Together with the extensive variety of reports²⁰, it can only be concluded that work on both theory and practice on cross-sector partnerships continues to grow. | ARSP | e-mail: laasonen (at) rsm.nl

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- ² Stadler, 2015; Barroso-Méndez et al., 2014; Harangozo & Zilahy, 2014; Ulybina, 2014; Bygrave, 2014; Wassmer et al., 2014; Ritvala et al., 2014; Murphy et al., 2014
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- ¹⁹ Johannison et al., 2015; Nair, 2015
- ²⁰ Full list of reports is available in the reference list.



by José Carlos Marques

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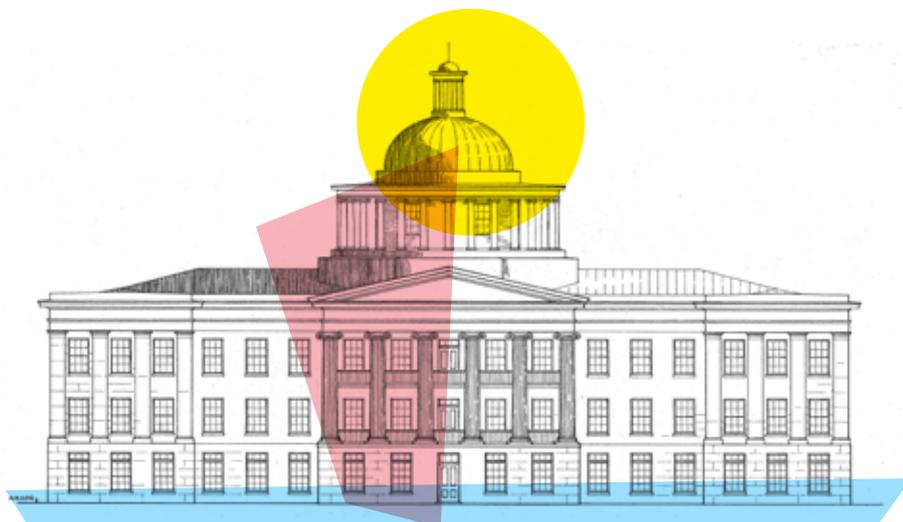


Government Roles and Influence in Collaborative Initiatives

Research on state-inclusive or state-driven collaborative and pluralist forms of governance has continued unabated in the past year. Three main themes stand out.

The first is concerned with theorizing the proliferation of private and public forms of sustainability governance from an organizational field perspective. Multiplicity is conceived of as an expected component of regulatory change and reordering¹—a multi-level, iterative, experimental process of redevelopment² and reinforcement³. Theorists provide various explanations for the variation in regulatory structure witnessed across industries, including why some are consolidated while others fragmented⁴, and how industry characteristics shape regulatory paths⁵. International organizations establishing order in organizational fields are conceptualized as “orchestrators”⁶ and resource-strapped “institutional entrepreneurs”⁷ facing a variety of challenges, including building regulatory legitimacy and appropriate issue domain scope⁸. Yet much remains unknown in this area, as suggested by a number of calls for more research on the mechanisms and outcomes of interactions⁹.

A second theme zeroes in on the relationship between private and public governance, an area of lively debate. Drawing on years of research on private regulatory schemes, scholars have stressed their limitations and the need for government intervention¹⁰, documented cases where PPPs have proven inadequate substitutes for government provision¹¹ and where governments have successfully led multi-sector initiatives¹². The effects of state intervention into privately-developed



Drawing on years of research on private regulatory schemes, scholars have stressed their limitations and the need for government intervention.

schemes has received considerable attention with studies examining the multiple means by which governments strengthen private certifications¹³, sustainable development¹⁴ and philanthrocapitalism¹⁵ initiatives and others suggesting that rather than strengthening, some governments are appropriating private schemes or displacing them altogether¹⁶. Cautioning against overly simplistic assessments of state involvement some authors highlight its frequently ambiguous and contradictory nature¹⁷.

A third theme provides much needed insight into the antecedents of cross-sector initiatives, likely the most understudied dimension of such partnerships. Articles examine the strategic and political drivers of partnerships—whether they be governments' efforts to protect indigenous industry¹⁸, northern donors' desire to promote civil society in developing countries¹⁹, companies' strategic dependence upon governments²⁰, or UN agencies' legitimation strategies²¹. Further research in this vein will be critical to understanding proliferation and impact.

For those interested in a specific part of the world, research on multi-stakeholder partnerships has covered an extensive number of countries and regions. This includes, but is not limited to: Brazil²², Canada²³, China²⁴, England²⁵, Ethiopia²⁶, the European Union (EU)²⁷, India²⁸, Indonesia²⁹, Kazakhstan³⁰, Russia³¹ and Tanzania³². Lastly, this last year has seen a remarkable number of articles and books³² on the management and assessment of PPPs around the world. Notable contributions include books exploring the relationship between international law and healthcare PPPs³³, cases studies on the construction sector³⁴ and sustainable development PPPs³⁵. Books on PPPs in the EU³⁶ and India³⁷ are also on offer as well as volumes examining these from economic theory³⁸, value creation³⁹ and ethical⁴⁰ perspectives. | ARSP | e-mail: jc.marques (at) mail.mcgill.ca

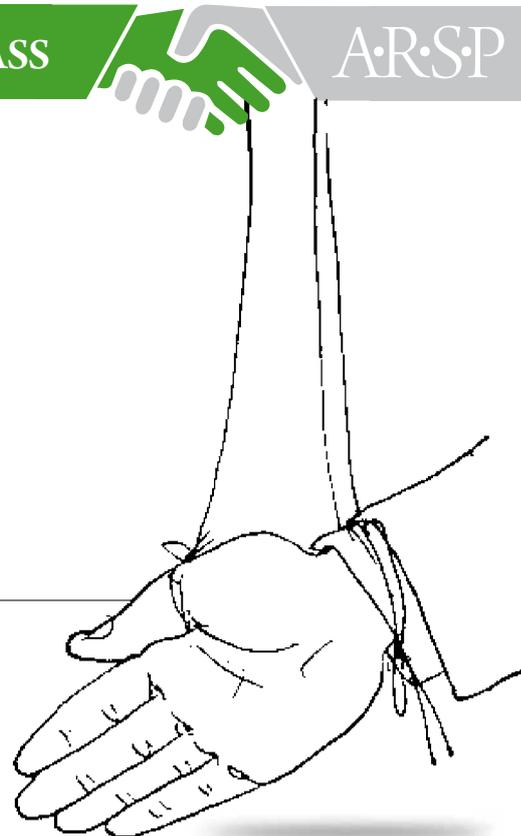
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by Stella Pfisterer

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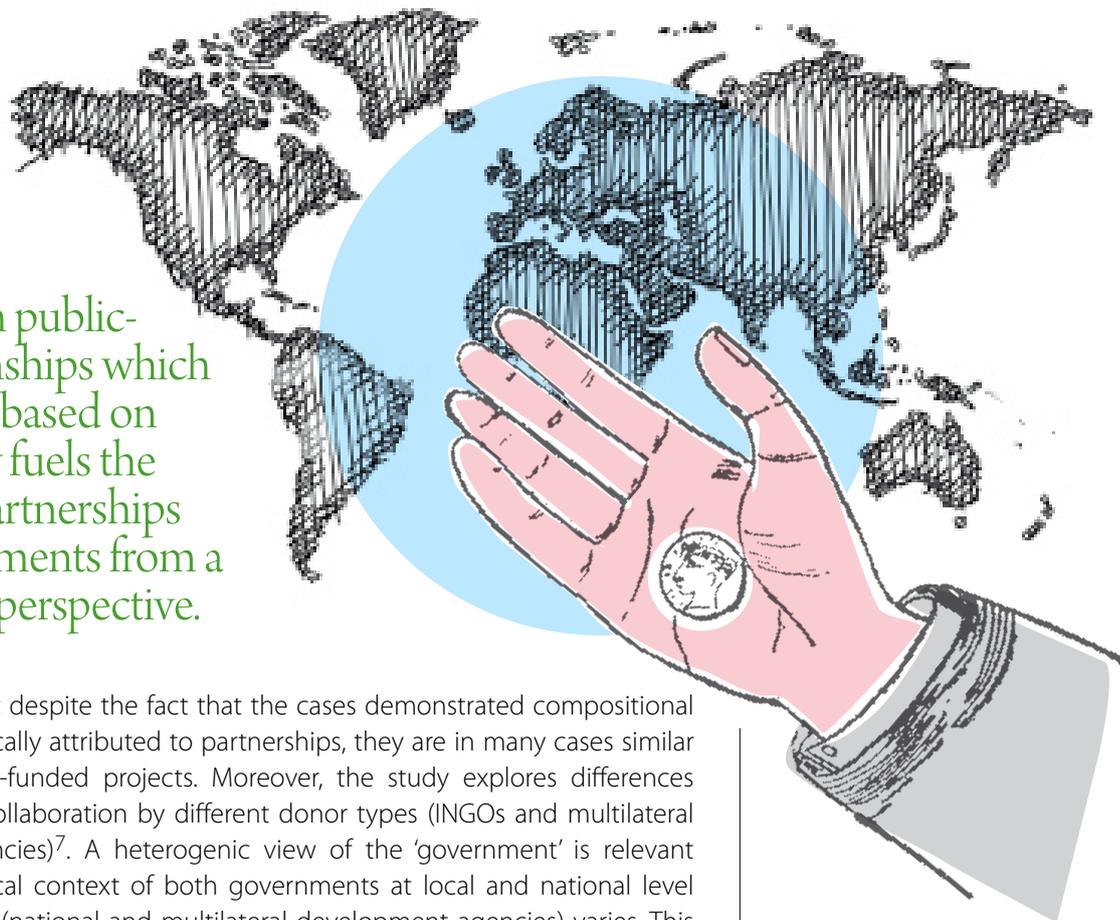
Partnering with 'the Government' – a Civil Society Perspective

From a civil society perspective, research on partnerships between governments and civil society organizations (CSO) aims to understand the antecedents, characteristics and implications on CSOs and broader society when collaborating with the government. Despite the fact that the literature reviewed in the field is disperse, public-civic interactions are researched in the realm of governance, where a move towards partnership-based relationships is expected. The relationship between governments and CSOs however often involves public funding which creates a power imbalance that calls for a better understanding of autonomy and agency of civil society actors in partnerships¹. The aspect of (resource) dependency is therefore a key explanation for challenges in public-civic partnerships² and is often discussed and researched from a civil society perspective. In 2014, empirical studies provided us with insights into the effect of non-profit financial vulnerability on collaboration³; evidence that resource dependency can not only affect strategic autonomy of NPOs in Belgium⁴ and programmatic and geographic autonomy of CSOs in US development cooperation⁵; but is expected to also shape relationships. In the context of the latter, AbouAssi's study discussed how NGO behaviour vis-à-vis the same donor may suggest potential involvement in public policy processes and shapes NGO interaction with government in Lebanon⁶.

Donors are indeed considered to play an important role in shaping partnerships for development. Pishchikova highlights in her study on partnerships operating in countries emerging from



In sum, the challenges in public-civic relationships which are typically based on dependency fuels the debate on partnerships with governments from a civil society perspective.



armed conflict that despite the fact that the cases demonstrated compositional characteristics typically attributed to partnerships, they are in many cases similar to standard donor-funded projects. Moreover, the study explores differences in the degree of collaboration by different donor types (INGOs and multilateral development agencies)⁷. A heterogenic view of the 'government' is relevant because the political context of both governments at local and national level and public donors (national and multilateral development agencies) varies. This affects their roles, (resource) dependencies and ultimately is expected to shape relationships with civil society differently⁸. Consequently, Asad and Kay suggest that NGOs need to adjust how they interact with different types of government⁹.

In sum, despite the fact that we have empirical indications that there is a high level of value congruence between public and NPO managers¹⁰, the challenges in public-civic relationships which are typically based on dependency fuels the debate on partnerships with governments from a civil society perspective. This might be one explanation why the relationship between government and CSOs is less framed as 'partnership', and governments are described as donor or funder instead as of partner. In this regard, the question "NGOs, states and donors revisited: still too close for comfort?"¹¹ hits the nail on the head. Distinguishing between types and levels of civil society (NGO, NPO, philanthropic foundations¹², social movements) and government (national, federal or local governments; national or multilateral development agencies) involved, functions of partnerships (e.g. service provision, advocacy) as well as the specific context where they operate (e.g. welfare state, developing country) will remain necessary to understand public-civic relationships. Reflections on (mutual) dependency in other cross-sector partnerships types (business-government or business-CSO) and from different perspectives (public or business) can complement and contrast the civil society perspective. | ARSP |

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PFISTERER, S. 2014. *Unity in Diversity. Mechanisms and Practices of Cross-Sector Development Partnerships to Create Mutuality*. Partnerships Resource Centre: Rotterdam. Available from: <http://www.rsm.nl/the-partnerships-resource-centre/publications/unity-in-diversity/>

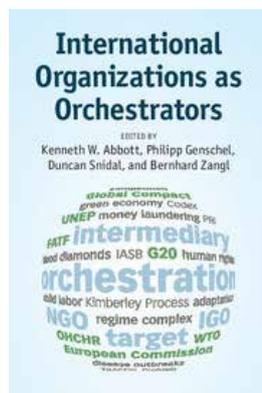
PARTNERSHIPS RESOURCE CENTRE, 2014. *Two PPP facilities – Survey results: the applicants perspective*. Partnerships Resource Centre: Rotterdam. Available from: <http://www.rsm.nl/the-partnerships-resource-centre/publications/two-ppp-facilities-survey-results-the-applicants-perspective/>

REID, S., HAYES, J.P., STIBBE, D. 2015. *Platforms for partnership: Emerging good practice to systematically engage business as a partner in development*. The Partnering Initiative: Oxford. Available from: <http://www.thepartneringinitiative.org/wp-content/uploads/2014/08/Platforms-for-Partnership-Emerging-good-practice.pdf>

TEWES-GRADL, C., DE RUIJTER DE WILDT, M., KNOBLOCH, C., & HUPPERT, J. 2014. *Proving and improving the impact of development partnerships – 12 Good practices for results measurement*. Endeava: Berlin. Available from: http://www.endeva.org/building/current_projects/measuring_results_in_development_partnerships_solutions_and_best_practices/

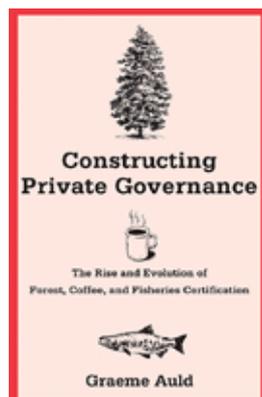


● Books



ABBOTT, K. W., GENSCHEL, P., SNIDAL, D. & ZANGL, B. (Eds.) 2015. *International organizations as orchestrators*. Cambridge: Cambridge University Press. Available from: <http://www.cambridge.org/us/academic/subjects/politics-international-relations/international-relations-and-international-organisations/international-organizations-orchestrators>

International Organizations as Orchestrators reveals how IOs leverage their limited authority and resources to increase their effectiveness, power, and autonomy from states. By ‘orchestrating’ intermediaries—including NGOs—IOs can shape and steer global governance without engaging in hard, direct regulation. This volume is organized around a theoretical model that emphasizes voluntary collaboration and support. An outstanding group of scholars investigate the significance of orchestration across key issue areas, including trade, finance, environment and labor, and in leading organizations, including the GEF, G20, WTO, EU, Kimberley Process, UNEP and ILO. The empirical studies find that orchestration is pervasive. They broadly confirm the theoretical hypotheses while providing important new insights, especially that states often welcome IO orchestration as achieving governance without creating strong institutions. This volume changes our understanding of the relationships among IOs, nonstate actors and states in global governance, using a theoretical framework applicable to domestic governance.



AULD, G. 2014b. *Constructing private governance: The rise and evolution of forest, coffee, and fisheries certification*. Yale University Press. Available from: <http://yalepress.yale.edu/book.asp?isbn=9780300190533>

Recent decades have witnessed the rise of social and environmental certification programs that are intended to promote responsible business practices. Consumers now encounter organic or fair-trade labels on a variety of products, implying such desirable benefits as improved environmental conditions or more equitable market transactions. But what do we know about the origins and development of the organizations behind these labels? This book examines forest, coffee, and fishery certification programs to reveal how the early decisions of programs on governance and standards affect the path along which individual programs evolve and the variety and number of programs across sectors.



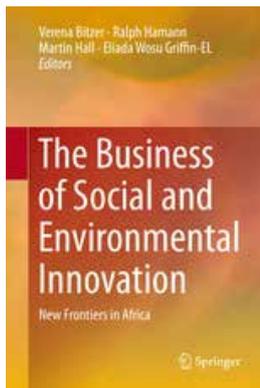
AUSTIN, J.E. & SEITANIDI, M.M. 2014. *Creating value in nonprofit-business collaborations: New thinking and practice*. Jossey Bass. Available from: <http://eu.wiley.com/WileyCDA/WileyTitle/productCd-1118531132.html>

Creating Value in Nonprofit-Business Collaborations: New Thinking & Practice provides breakthrough thinking about how to conceptualize and realize collaborative value. With over a hundred case examples from around the globe and hundreds of literature references, the book reveals how collaboration between businesses and nonprofit organizations can most effectively co-create significant economic, social, and environmental value for society, organizations, and individuals. This essential resource features the ground-breaking Collaborative Value Creation framework that can be used for analyzing the sources, forms, and processes of value creation in partnerships between businesses and nonprofits. The book is a step-by-step guide for business managers and non-profit practitioners for achieving successful cross-sector partnerships. It examines the key dimensions of the Collaborative Mindset that shape each partner’s collaborative efforts. It analyzes the drivers of partnership evolution along the Collaboration Continuum, and sets forth the key pathways in the Collaboration Process Value Chain. The book concludes by offering Twelve Smart Practices of Collaborative Value Creation for the design and management of cross sector partnerships. The book will empower organizations to strategically increase the potential for value creation both for the partners and society.



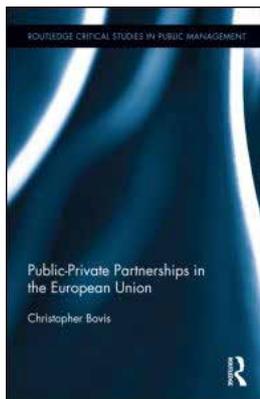
BEISHEIM, M. & LIESE, A. (Eds.) 2014. *Transnational partnerships. Effectively providing for sustainable development?* Basingstoke: Palgrave MacMillan. Available from: <http://www.palgrave.com/page/detail/transnational-partnerships-marianne-beisheim/?K=9781137359520>

Transnational public-private partnerships (PPPs) are a relatively new form of governance. Why are some of them highly effective, while others are not? The contributors provide an in-depth account, analysis, and comparison of 21 transnational PPPs in the area of sustainable development governance, where PPPs have been hailed by some as a solution to development problems but criticized by others. Moreover, 45 PPP projects undertaken by four service-providing partnerships in so-called 'areas of limited statehood' in South Asia (Bangladesh and India) and East Africa (Kenya and Uganda) are studied. The central aim of this volume is to identify the conditions under which these transnational PPPs are effective, that is, successful in providing collective goods (from clean water to child immunization) in areas of limited statehood. The book investigates the influence of several features of a PPP's institutional design as well as the impact of limited statehood on the effectiveness of a PPP.



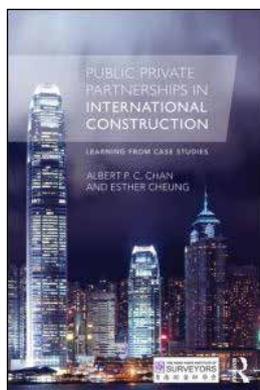
BITZER, V., HAMANN, R. HALL, M. & GRIFFIN-EL, E. W. (Eds.) 2015. *The Business of social and environmental innovation: New frontiers in Africa.* Springer. Available from: <http://www.springer.com/business+%26+management/technology+management/book/978-3-319-04050-9>

In the face of limited progress toward addressing poverty and resource degradation, increasing attention has been paid to harnessing the entrepreneurial, innovative, managerial and financial capacities of business for improved social and environmental outcomes. A more proactive role for business in sustainable development is especially pertinent in sub-Saharan Africa, which has been plagued by conflict and poverty but shows signs of a brighter future as the world's second-fastest-growing region. This book contributes to the growing body of scholarly work on social and environmental innovation with the two-fold aim of studying the role of business in creating such innovation and focusing the analysis to the African context. To cover the various terrains of social and environmental innovation, this book contains novel empirical cases looking at social or environmental enterprises, social intrapreneurship and innovation in incumbent businesses, and social innovation through cross-sector collaboration. The final part of the book focuses on the implications for academics, exploring the role of universities and business schools in social innovation.



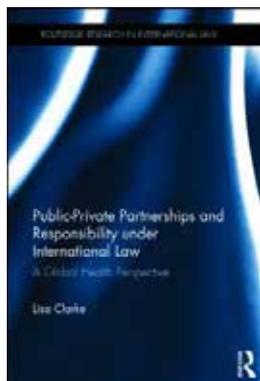
BOVIS, C. 2014. *Public-private partnerships in the European Union.* New York: Routledge. Available from: <http://www.routledge.com/books/details/9780415349932/>

Public procurement in the European Union represents almost twelve per cent of the EU's GDP and is continuing to increase, having been identified as a key objective in the EU's aim to become the most competitive economy in the world by 2010. This book provides a one-stop shop, multi-disciplinary approach to public procurement and will be of use to academics and policy-makers. Providing its readers with practical description and analysis of the relevant policies, law and jurisprudence, the book also explores possible future trends in public procurement regulation.



CHAN, A. P. C. & CHEUNG, E. 2014. *Public-private partnerships in international construction: Learning from case studies.* New York: Routledge. Available from: <http://www.routledge.com/books/details/9780415529754/>

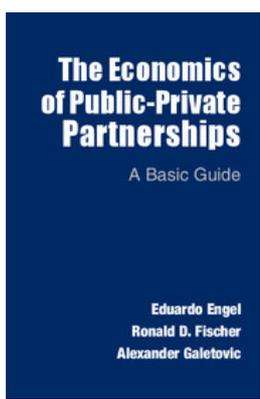
Over the last ten years public private partnerships have become ever more popular worldwide, expanding the body of experience among construction professionals, government agencies, and industry. In these economically challenging times, PPP has emerged as a crucial framework for providing infrastructure, and also to boost construction industry activity, while shielding the taxpayer from some of the cost. Understanding the lessons learnt is essential to ensuring the success of future projects, and this timely book will prepare the reader to do just that. Starting by defining PPP itself, part one is designed to help the novice to get to grips with the basics of this topic. Part two tackles the practicalities of PPPs, including successful implementation, managing the risks involved, and how to assess the suitability of a project for the PPP route. Part three presents detailed case studies from Asia, Africa, and Australia to illustrate how PPPs should be managed, how problems emerge, and how PPPs can differ across the world. Drawing on extensive internationally conducted research, from both industry and academia, the authors have written the essential PPP guide. Taking into consideration the perspectives of those in the public sector and the private sector, as well as built environment professionals, it is essential reading for anyone preparing to work on public private partnerships in construction.



CLARKE, L. 2014. *Public-private partnerships and responsibility under international law: a global health perspective*. New York: Routledge.

Available from: <http://www.routledge.com/books/details/9780415710459/>

This book explores the issue of responsibility under international law in the context of global health public-private partnerships. The legal status of partnerships under international law is explored in order to determine whether or not partnerships have legal personality under international law, resulting in them being subject to rules of responsibility under international law. The possibility of holding partnerships responsible in domestic legal systems and the immunity partnerships have from the jurisdiction of domestic courts in certain states is also considered. The obstacles to holding partnerships themselves responsible leads finally to an investigation into the possibility of holding states and/or international organizations, as partners and/or hosts of partnerships, responsible under international law in relation to the acts of partnerships.



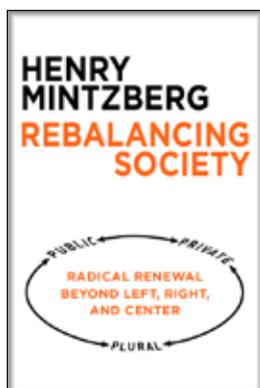
ENGEL, E., FISCHER, R. D. & GALETOVIC, A. 2014. *The economics of public-private partnerships: A basic guide*. Cambridge University Press. Available from: <http://www.cambridge.org/us/academic/subjects/economics/international-economics/economics-public-private-partnerships-basic-guide>

Governments typically build and maintain public infrastructure, which they fund through taxes. But in the past twenty-five years, many developing and advanced economies have introduced public-private partnerships (PPPs), which bundle finance, construction, and operation into a long-term contract with a private firm. In this book, the authors provide a summary of what, they believe, are the main lessons learned from the interplay of experience and the academic literature on PPPs, addressing such key issues as, when governments should choose a PPP instead of a conventional provision, how PPPs should be implemented, and the appropriate governance structures for PPPs. The authors argue that the fiscal impact of PPPs is similar to that of conventional provisions and that they do not liberate public funds. The case for PPPs rests on efficiency gains and service improvements, which often prove elusive. Indeed, pervasive renegotiations, faulty fiscal accounting, and poor governance threaten the PPP model.



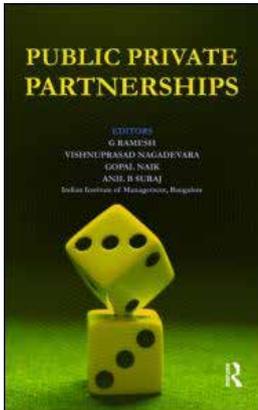
LAWTON, T. C., DOH, J. P. & RAJWANI, T. 2014. *Aligning for advantage: Competitive strategies for the political and social arenas*. Oxford University Press: 256 pages. Available from: <http://ukcatalogue.oup.com/product/9780199604753.do>

In today's multipolar world economy, strategic alignment is a key determinant of competitive advantage. This important book: 1) Argues that to build and sustain corporate success, companies must synchronize business objectives and market positions with political and regulatory activism and social and environmental engagement. 2) Advances an argument and logic for aligning nonmarket and market strategies to deliver competitive advantage. 3) Develops a conceptual framework and managerial process for designing and delivering successful nonmarket strategies.



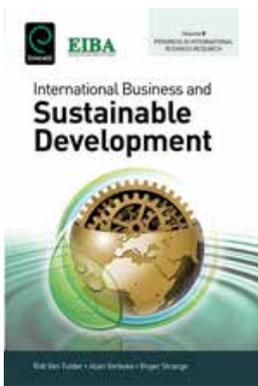
MINTZBERG, H. 2014. *Rebalancing society: radical renewal beyond left, right, and center*. Common access on www.mintzberg.org.

In this e-pamphlet, Henry Mintzberg claims that our world is out of balance with the consequence of a degradation of our environment and the demise of our democracies. Mintzberg argues that a healthy society is built on three balanced pillars: a public sector of respected governments, a private sector of responsible enterprises, and what he calls a plural sector of nonprofits and NGOs. He argues that many governments are currently co-opted by their private sectors to the extent that they are unable to lead the process of renewal. Corporate social responsibility, however laudable, cannot compensate for the corporate social irresponsibility we see all around us. Mintzberg offers specific ideas for strengthening the plural sector, which has the inclination and the independence to lead radical renewal by challenging unacceptable practices and developing better ones.



RAMESH, G., NAGADEVARA, V., NAIK, G. & SURAJ, A. 2014. *Public-private partnerships*. New York: Routledge. Available from: <http://www.routledge.com/books/details/9780415599245/>

The collection of papers brings out the complexities in PPP in terms of types, conceptualization, structure, institutions, and financing. It covers a broad sweep ranging from infrastructure to services and utilities; and from global to Indian states. The methodology is primarily empirical but the thrust is on conceptualization of PPP in its various forms and frameworks. PPP is still a practitioner's field but is growing in size and significance; and as a solution to failures of public system and the consequent privatization. It is a major attraction to policy makers and funding agencies given its middle-of-the-road approach. It is likely to gain currency, but it is important that we get deeper understandings of this form before we place more faith in this. The papers in this book, selected from a conference on PPP held at the Indian Institute of Management Bangalore in 2008, raise several important conceptual issues and seek to address some of them.



VERBEKE, A., VAN TULDER, R. & STRANGE, R. 2014. *International business and sustainable development*. Progress in International Business Research series, v. 8. Emerald. Available from: http://books.emeraldinsight.com/display.asp?K=9781781909898&sf1=series&st1=Progress%20in%20International%20Business%20Research&sort=sort_date/d&m=1&dc=8&cur=EUR

Sustainable development is one of the key challenges of our time. It has social, ecological and economic dimensions, which makes it also a multi-faceted and complex problem. International Business scholars have stressed that the Multinational Enterprise should be considered the most important vehicle through which sustainable development occurs in developing countries. However, actual study of the topic remains fraught with theoretical and empirical caveats. This eighth volume in the Progress in International Business Research series includes new texts from a number of leading scholars and opinion leaders in the area. Contributors develop new levels of analysis (in particular global value chains or the partnership strategies of firms) that present promising areas for new theoretical and empirical insights. Whilst authors from leading international institutes are brought together in this volume, younger scholars with innovative ideas also offer valuable insights.



WIRTENBERG, J. 2014. *Building a culture for sustainability: People, planet, and profits in a new green economy*. ABC-CLIO. Available from: <http://www.abc-clio.com/ABC-CLIOCorporate/product.aspx?pc=A3898C>

This practical, easy-to-understand book sets a path to successfully building a culture for sustainability in today's global marketplace, providing «best practice» case studies from industries and sectors including manufacturing, business-to-business, hospitality, consumer products, telecommunications, and professional services.



• Book chapters

BAKER, S. & ECKERBERG, K. 2014. The role of the state in the governance of sustainable development: Subnational practices in European states (pp. 179-197). In: Duit, A. (Ed.) *State and Environment: The Comparative Study of Environmental Governance*. Boston: MIT Press. Available from: <http://muse.jhu.edu/books/9780262323871>

BYGRAVE, C. 2014. Cross-sector alliances (pp. 179-197). Lupton, N. C. & Pirson, M. (Eds.) *Humanistic perspectives on international business and management*. Basingstoke: Palgrave MacMillan. Available from: <http://www.palgraveconnect.com/pc/doi/10.1057/9781137471628.0019>

DEMIROZ, F. & KAPUCU, N. 2015. Cross-Sector Partnerships in Managing Disasters: Experiences from the United States (pp. 169-186). Izumi, R. & Shaw, R. (Eds.) *Disaster Management and Private Sectors. Challenges and potentials*. Springer. Available from: http://link.springer.com/chapter/10.1007%2F978-4-431-55414-1_11

HILLER, J. S. & HILLER, S. S. 2014. A co-competition approach to business, human rights organizations and due diligence (pp. 118-140). In: Bird, R. C., Cahoy D. R. & Prenkert, J. D. (Eds.) *Law, Business and Human Rights. Bridging the Gap*. Cheltenham: Edward Elgar. Available from: <http://www.elgaronline.com/abstract/9781782546610.00011.xml>

HOQUE, A., CLARKE, A. & MAC DONALD, A. 2014. Implementing a developing country's global environmental commitments: Industry perspectives on potential pollution prevention Programs in Bangladesh (pp. 149-175). In: Vazquez-Brust, D., Sarkis, J. & Cordeiro, J. (Eds.) *Collaboration for Sustainability and Innovation in the Global South: A Role for South Driven Sustainability?* NY: Springer. Available from: http://link.springer.com/chapter/10.1007/978-94-007-7633-3_8

JOHANNISSON, B., JOHANSSON, A. W., SUNDIN, E., BERGLUND, K., ROSELL, E. & SCHWARTZ, B. 2015. *Organizing societal entrepreneurship: a cross-sector challenge* (pp. 130-154). In: Kyrö, P. (Ed.) *Handbook of Entrepreneurship and Sustainable Development Research*. Cheltenham: Edward Elgar. Available from: <http://www.elgaronline.com/view/9781849808231.00014.xml>

JOUTSENVIRTA, M. & KOURULA, A. 2015. The role of nongovernmental organizations in corporate social responsibility (pp. 267-288). In: Pedersen, E. (Ed.) *Corporate Social Responsibility*. Sage: Thousand Oaks, CA. Available from: <http://www.uk.sagepub.com/books/Book235290?subject=600&sortBy=defaultPubDate+desc&pager.offset=10&fs=1>

LOCKE, R. M. 2014. Private regulation (and its limitations) in the global economy (pp. 200-228). In: Hall, P. A., Jacoby, W., Levy, J. & Meunier, S. (Eds.) *The politics of representation in the global age: identification, mobilization, and adjudication*. New York: Cambridge University Press. Available from: <http://www.cambridge.org/us/academic/subjects/politics-international-relations/comparative-politics/politics-representation-global-age-identification-mobilization-and-adjudication>

MAYER, F. W. 2014. Leveraging private governance for public purpose: business, civil society and the state in labour regulation (pp. 344-360). In: Payne, A. & Phillips, N. (Eds.) *Handbook of the international political economy of governance*. Cheltenham: Edward Elgar. Available from: http://www.e-elgar.com/bookentry_main.lasso?id=14421&sub_values

MCDERMOTT, G. A. 2014. Public-private institutions as social and knowledge bridges (pp. 100-124). In: Jacoby, W., Hall, P. A., Levy, J. & Meunier, S. (Eds.) *The politics of representation in the global age: Identification, mobilization, and adjudication*. Cambridge University Press. Available from: <http://www.cambridge.org/us/academic/subjects/politics-international-relations/comparative-politics/politics-representation-global-age-identification-mobilization-and-adjudication>

NAIR, S. K. 2015. Boundary Spanning Challenges in a Co-Creative Enterprise: Lesson from Social Problem-Solving Collaborations (pp. 161-173). In: Sahadev,

S., Purani, K. & Malhotra, N. (Eds.) *Boundary Spanning Elements and the Marketing Function in Organizations*. Available from: http://link.springer.com/chapter/10.1007/978-3-319-13440-6_10

PESQUEIRA, L. & GLASBERGEN, P. 2014. How sustainability partnerships manage complex social issues; The case of child labor in the cocoa sector (pp. 125-135). In: Bohórquez, E., Etxaniz, N., Williams, P. (Eds.) *A new generation of public control: Citizens and markets, a transparencia Mexicana initiative*, México. Available from: <http://www.munpop.nl/publications/other-work>

UTTING, P. 2014. Multistakeholder regulation of business: assessing the pros and cons (pp. 425-446). In: van Tulder, R. Verbeke, A. & Strange, R. (Eds.) *International Business and Sustainable Development. Progress in International Business Research*, Volume 8. Emerald Group Publishing Limited. Available from: http://books.emeraldinsight.com/offer/display.asp?K=9781781909898&sf1=series&st1=Progress%20in%20International%20Business%20Research&sort=sort_date/d&cid=EIBA-PIBRV8&cur=EUR&m=1&dc=8



● Theses

GRUDINSCHI, D. 2014. *Strategic management of value networks: how to create value in cross-sector collaboration and partnerships*. Lappeenranta University of Technology, LUT School of Business.

The aim of this thesis is to explore how to manage cross-sector collaborations and partnerships so that they improve their effectiveness and create more value for all partners involved in collaboration as well as for customers. This study makes four main contributions. First, it brings a theoretical contribution by providing new insights and consolidating the field of strategic management of value networks. Second, the study makes a methodical contribution by proposing and developing two strategy tools for value networks of cross-sector collaboration. Third, the study offers new solutions and empirical evidence on how to increase the effectiveness of cross-sector collaboration and also allows managers to understand how new value can be created in cross-sector partnerships and how to get the full potential of collaboration. Fourth, the study also has practical implications, allowing managers to understand how to use in practice the strategy tools developed in this study.

NTHIGA, R.W. 2014. *Governance of tourism conservation partnerships: lessons from Kenya*. Wageningen: Wageningen University.

This thesis focuses on the nature of governance in two tourism conservation partnerships in Laikipia, Kenya: the Sanctuary at Ol Lentille and Koiya Starbeds Partnerships. The thesis contributes to the broader discussions on the role of partnerships in conservation and development. Governance is conceptualized in terms of participation, accountability, transparency, equity and effectiveness. The results reveal both similarities and differences between the partnerships and show that governance in both partnerships is influenced by challenges related to among others un-balanced power-relations, inadequate local institutions, un-supportive legislative and cultural frameworks and cultural constraints. Despite these governance challenges both partnerships make important contributions to livelihoods and conservation. The research further reveals that partnerships are not simple institutions but comprise of 'nested' institutions which make their governance complex. In the thesis I therefore conclude that for partnerships to realize their potentials, they must be more consciously governed at the partnership level—by the various partners—and as a governance instrument more generally—by various societal actors.



by Dr. Verena Bitzer

Senior Advisor, Royal Tropical Institute (KIT), Amsterdam, the Netherlands.



Simon Zadek

Co-Director of United Nations Environment Programme (UNEP) Inquiry into the Design of a Sustainable Financial System

Are Partnerships Good for Nudging a System to Change?

Having published extensively on cross-sector partnerships, corporate accountability and collaborative governance, *Dr Simon Zadek* is one of the pioneers in the field of partnerships and one of the most distinguished “pracademics” striking a careful balance between theory and practice. In addition to his co-directorship at UNEP, he is Senior Fellow at the Global Green Growth Institute and the International Institute for Sustainable Development, Visiting Scholar at Tsinghua School of Economics and Management, and Visiting Lecturer at Singapore Management University. Last but not least, he is a member of the ASRP Advisory Board. The release of his recent report, co-authored with co-Director Nick Robins, *“Pathways to Scale: Aligning the Financial System with Sustainable Development”* as part of the UNEP Inquiry represented an ideal opportunity to speak to him about partnerships and the intricacies and dynamics of system-wide change.



Verena Bitzer (VB): Simon, in several of your recent reports and columns, you speak of 2015 as the ‘Year of Sustainability’, referring to the various upcoming high level international events and conferences, such as the *UN Climate Change Conference* in Paris, *G-7* and *G-20* summits, or the launch of the *UN Sustainable Development Goals*, which offer a unique chance to advance sustainability. Looking at past failures to achieve meaningful international cooperation and considering the manifold challenges lying ahead of us, what makes you so optimistic for 2015?

Simon Zadek (SZ): It’s not so much a tone of optimism as a tone of possibility. I think we are going into this year with a more realistic view than many years before as to what multilateral and international cooperation can and is less likely to deliver. If you take something like the climate meeting in December it is the sum total of what happens there that will be most powerful, not only the commitments made by sovereign states which may add up to X and be significantly less than the Z that we need. Indeed, if you look at the broader range of private and public actions, including public-private partnerships, that have been catalysed or encouraged through the process of Paris, the sum total will certainly be much more. I’m also optimistic because of two things that have happened on the global stage. One is, we hope that the crisis that emerged in 2008 has passed and so we’re not constantly looking over the edge of a financial and economy cliff, which was a very difficult place to think let alone act long-term. But secondly, the sense that the prevailing conventional wisdom about the way to run economies is broken is very strong now, not only in the actions of the Occupy movement from Wall Street to wherever, but in the corridors of central banks and ministries of finance and economics, and in very large businesses and financial institutions. Tomorrow will be quite different, or better and worse, and what we’re all trying to understand is how we can shape this historical moment.

VB: Increasingly at the international level, but also at other levels, we are hearing calls for cross-sector collaboration which are also reiterated in the forthcoming UN Sustainable Development Goals. How can we identify a concrete role for cross-sector collaboration in achieving various goals associated with sustainable development?

SZ: Part of the answer is that the roles are already emergent and growing very quickly. Partnerships are pervasive in many forms in many countries, a very different situation to the early 1990s when collaboration between civil society, the private sector and the state was viewed with suspicion or a sense of impossibility. The second answer is that we need to be far more sceptical in our optimism about what does and what doesn’t work. We are well past the time where anyone should say that public-private partnerships are a good idea. The correct positioning now is that we need smart public-private partnerships that work, that are not corrupt, that are not nepotistic, that are productive and so on. Partnerships are simply not always a good idea let alone delivering a good outcome. It’s like saying ‘institutions are good’, which is simply not true. So let’s move on from the evangelical stage and begin to enter a more mature period of reflection, analysis and action. Thirdly, many of the definitions and frameworks that may be right for Anglo-Saxon-style public-private partnerships may be completely off the wall when you take the rest of the world into account. I have spent a good part of the last few years working in China and frankly, the public-private partnerships we speak of “in English” are an alien species that wouldn’t grow well in a Beijing-polluted environment. We need to be far more open as a community in understanding the new complexity of mainstreaming.

VB: You recently attended the World Economic Forum in Davos and observed that one of the themes that emerged from this meeting was the re-emergence of the critical role of the state, whether as policy maker, regulator or enabler. Why and in what ways is the role of the state becoming a core design issue?

SZ: In Northern countries we have been told repeatedly for a quarter of a century that governments are part of the problem, not part of the solution. Broadly this has led to an extension of the role of markets into the delivery of a range of public goods and services and a diminishing credibility of the state as an actor of change. I think particularly the crisis of 2008 but also the increases in inequality across the world, the growing evidence of environmental catastrophe, and a sense of insecurity, physically in many instances, has brought back into play a debate about a stronger role for the state. Then the question becomes what kind of role and



How does one nudge a system and are public-private partnerships good for nudging? I think the answer is yes.

what kind of instruments should government deploy? Part of the equation that has made that debate all the stronger has been again the role of China, an example of a state administered, market-based solution to bringing more or less 500 million people out of poverty over an extraordinarily rapid, 25 year period. A further element is the shift in some of the technological enablers that have changed the levels of transparency and in some ways access to modern institutions. In short, large-scale organisation looks very different from what it looked like when I started by career in the wild 1980s.

Into this changing world come public-private partnerships. It seems to me that most people sense that new types of institutional configurations between public and private actors are not an alternative to the state and they are not an alternative to the market, but in a way they are going to override some of the differences between them and create a new generation of configurations that are neither privatisation nor state administration. This is the structural place that public-private partnerships take in the broader history of development. But this is not necessarily a good news story, and partnerships create new challenges as well as leaving old ones untouched. The history of nepotism and corruption between business and the state is unlikely to be overcome through public-private partnerships, but rather create a new set of pathways where such nepotism and corruption can be enacted. Partnerships can and do often undermine traditional forms of public

accountability that are at the very heart at the systems of accountable governance into which public-private partnerships insinuate themselves with much softer forms of accountability. As I have argued for too long, we have to reinvent public accountability as these new public-private configurations begin to become more dominant than the traditional public services. So all I am saying is there is a dark side to partnerships that people like you and I who are promoting new institutional forms need to be very on top of and able to deal with.

VB: In your recent UNEP Inquiry report “Pathways to Scale” you speak of the necessity of having catalysts for system-wide change. How do you think partnerships can be such catalysts and potentially “disruptive collaborative initiatives”?

SZ: Sometimes they can't, of course, that's the truth of the matter. In trying to make finance more sustainable in terms of its outcome, there is a history of 20 years of building public-private partnerships of various different kinds to advance codes of conduct, principles, reporting and management systems. They have been an important part of priming financial and capital markets to the changes that are really needed, but they have not brought substantial change in the process of credit allocation and investment. There is a point at which even large scale sophisticated partnerships need to be more actively complemented by broadly enforced rules that don't allow for free riders and don't therefore only capture the attention of first movers or reputationally challenged institutions. It is extremely unlikely that partnerships alone will create a stable and scaled architecture through which financial flows are significantly more effectively aligned to sustainable development. But it may well be through partnerships that the process of development of more widely applied rules and their enforcement can be designed, catalysed and lobbied for. The UNEP Inquiry findings certainly lends credit to that view.

VB: One of the biggest problems, it seems from your recent work, is the dilemma between short-term objectives and long-term goals. You quote the Governor of the Bank of England, Mark Carney, who speaks of the “tragedy of horizons”. Do you see any role for partnerships in helping to solve this tragedy or dilemma?



SZ: Yes, the tragedy of horizons. How to bring the value of the future more resolutely into the present? For example, if you introduce rules that require banks or insurance companies to hold sufficient capital to cover risks that may happen in one out of 200 years, you bring future risks into the present. Similarly, if you are focusing on institutional investors that have long-term liabilities, 30, 40 or 50 years out, you are bringing the present into the future. More broadly, defining shorter-term points of action and outcomes that could be consistent with longer-term objectives brings one to the notion of 'nudging'. How does one nudge a system and are public-private partnerships good for nudging? I think the answer is yes. Achieving large-scale regulatory change to shift the way something happens for the next forty years may take a long time, but getting partnerships to demonstrate that something works, to encourage leadership to take it on, to nudge the system forward in ways that have both a shorter-term effect and gives greater weight to the possibility of getting those longer-term rule changes in place. I think the role of public-private partnerships at different moments of change can be understood much more clearly than in a sort of abstract timeless way of thinking.

VB: As a last question, what are some recent publications that you read and that you could recommend to anyone who is interested in cross-sector collaboration, be it because these publications deal with this topic or because they offer a completely different, perhaps contradictory perspective?

SZ: Very good question. I think it is useful to understand the perspectives of individuals like Naomi Klein who are extraordinarily critical of public-private partnerships and understand them as being fundamentally part of the problem as a category of activity in our world. They see collaboration between business and the government as a sign of degeneration, not a sign of innovation. One doesn't have to read the 600 pages of her latest book, you can go onto YouTube and watch a few videos and you'll get the idea very fast. I think counterpoised to that, one should listen to the wisdom of people like Mary Robinson, ex-President of Ireland, an extraordinary person who is an activist almost beyond comparison and talks very positively about some of the partnerships in which she is actively engaged. So these are two hugely influential women with two quite opposite

views about partnerships, not a bad place to start. There is an older critique of partnerships and although the examples are a little worn, I think of the work of people like Peter Utting. Then on the opposite side you might visit the website of the Global Green Growth Forum and download two documents, one of which is an analytic piece done by *McKinsey*, looking at partnerships that have advanced various aspects of green growth, and a much shorter piece written by *Maya Forstater* that does the same thing but at a much lighter level. I would look at Adam Kahane's work and the work of REOS, which is a consultancy that has extended a bigger picture of how partnerships have stopped being these little cute examples and become effectively large-scale change processes. So those would be, maybe not the most important things by any measure, but the ones that come to mind immediately.

VB: Finally, do you have any message for the readership of the ARSP?

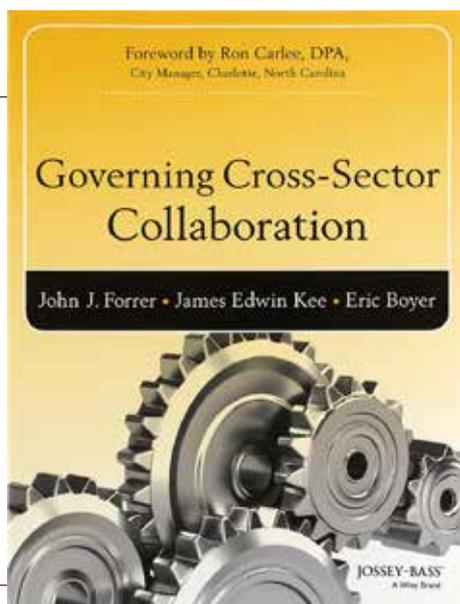
SZ: We are talking about new institutional configurations for organising our world in the 21st century. Keeping this in mind means that "partnerships between sectors" are an early stage, a first generation sign of this change, an incomplete piece of the map, not the territory itself. As long as we understand this, we do not get caught in the weeds of experimentation, or in a falsely built determination of success or failure. So it's fine that most partnerships will fail, and few if any will last for an extended period of time, these are all just tasters of things to come.

VB: Thank you very much, Simon, for this informative and provocative interview. It has been very interesting to hear your perspective on partnerships, and I am certain that our readership appreciates your words of optimism coupled with caution and realism. | ARSP |

To download the report "Pathways to Scale" and find out more about the work of Simon Zadek, please visit: <http://www.zadek.net/making-the-unlikely-happen-transforming-finance/>

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Governing Cross-Sector Collaboration

by John J. Forrer, James Edwin Kee and Eric Boyer

Governing cross-sector collaboration¹ examines collaboration from a public manager's point of view and takes it place alongside other recently published books². The authors find their niche by providing an analysis of cross-sector collaboration (CSC) approaches and guidelines for public managers to make strategic choices about how to engage private and non-profit actors in delivering public goods and services while safeguarding the public interest.

The book's point of departure is the tension between government's expectation of control and accountability and the expectation for CSCs to have discretion, flexibility, and even autonomy (p. 304). The changing nature of the principal-agent model through collaboration sparks the authors' main interest in exploring new types of relationships where power and responsibility are shared for addressing public purposes. This focus is also reflected in their definition of CSC³:

*"cross-sector collaboration is the voluntary linking of organizations in two or more sectors in a common effort that involves a sharing of information, resources, activities, capabilities, risks and decision-making aimed to achieve an agreed to public outcome that would have been difficult or impossible to achieve by one organization acting alone"*⁴.

The book is organized in two parts. Part 1 explains why public managers engage in CSCs and delineates four collaborative approaches: collaborative contracting, partnerships, networks, and independent public service providers (IPSP). Each approach is defined, the rationale is explained, advantages and disadvantages are discussed and success factors are explored. The authors engage the literature relevant for each approach (e.g. network theory). The emergent form of IPSPs, described as a largely self-directed entity, able to act independently of government, comprised of multi-stakeholders who provide the organization with a sense of urgency and legitimacy (p. 19), is however not yet well informed.

In order to sharpen IPSPs conceptually, it might be valuable to explore similarities and differences of IPSPs with other private governance forms, also of those not involved in public service provision⁵. While the four approaches are based on a logical conceptual distinction (e.g. partnership implies a one-on-one relationship between actors and networks involve more actors), in practice these distinctions can be blurred. This could make it challenging for public managers to choose one approach over the other.

One strong theme that permeates the book is the authors' reminder that CSC is a means to achieve a governmental goal, but is not a panacea of every type of problem the public sector faces. The authors therefore invite public managers to assess the different collaboration approaches critically. To assist in this, the authors present guidelines for identifying whether and how to use the four different approaches. These guidelines consist of a list of factors such as the nature of the public task or challenge; resource needs and capacity; identification and allocation of risks; best value for the public's dollars and measuring performance and ensuring accountability (p. 168).

In the second part of the book, the authors highlight a number of implications of working in CSC from a public manager's perspective, such as the need for rethinking public administration, leadership, organizational learning, and democratic accountability. The latter is perhaps the most important discussion for the line of argumentation developed throughout the book. The authors highlight the significance of 'public value' as touchstone to assess CSC approaches. The recent discussion centering on public value in CSCs by public management scholars⁶ could be complementary to the search on how collaboration between businesses and non-profit organizations can co-create social, economic and environmental value discussed in the domains of business ethics and corporate social responsibility⁷.

Overall, the book is an important addition to the literature on CSC. The authors present a readable and engaging account of CSC which is of practical utility. Main points are illustrated by cases, and tools are offered which are helpful for navigating public managers when analysing collaboration options. Governing cross-sector collaboration is not only an obvious relevant reading for public managers, but also practitioners from business and non-profit organizations benefit from reading this book. The book provides an overview of the debates on CSC and of the position and dilemmas public managers are confronted with when collaborating with non-state actors.

However, there is a lot of work yet to be done on cross-sector collaboration. The authors illustrate this need with their statement that "[t]he urgency of the challenges we face [...] has motivated practice to race ahead of theory. It is fair to say that the collaborative cart is out in front of the governance framework horse" (p. 297). For reducing the gap between theory and practice on CSC in public management, future research could engage in areas as touched upon by the authors (e.g. new (mutual) accountability structures; new ways of conceptualizing citizen engagement; monitoring and evaluation of public value). As a next step, empirical work is required for testing the approaches, patterns, and guidelines as identified by the authors. Last but not least, learning from knowledge on specific issues of governance in and of CSCs developed across disciplines would be helpful to get a more complete picture of the cross-sector governance puzzle. | ARSP |



References

- ¹ Forrer et al., 2014
- ² Agranoff, 2012; Donahue & Zeckhauser, 2011
- ³ Adapted from Bryson et al., 2006
- ⁴ Forrer et al., 2014: 9
- ⁵ e.g. Pattberg, 2005
- ⁶ Page et al., 2015
- ⁷ Austin & Seitanidi, 2012

PEDAGOGY

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by Dr. Jennifer S. A. Leigh

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Systems Thinking, Starter Toolbox, and Successions

As the ARSP celebrates its 10th anniversary, the Pedagogy section marks its fifth appearance, which provides the opportunity to reflect on its evolution and envision its future. In 2011, Pedagogy had a modest premier in the ARSP with two book reviews I wrote. Since then, the section's team has expanded to include three associate editors and has created a wide range of teaching and learning materials for our readership, including profiles of CSSP curricula and cutting edge CSSP course delivery via MOOC, interviews with CSSP thought leaders, CSSP case resources and innovative case delivery techniques, and book reviews.

In this edition we continue our pioneering case method approaches with Dr. David Hyatt's (University of Arkansas) newest installment of the column "Partnership Concepts Through Cases." He builds upon last year's focus of teaching how to partner around **common pool resources** and introduces a strategy for building systems thinking skills within a CSSP case context. Our second contribution from Dr. Lea Stadler (University of Geneva) and Adriane MacDonald (University of Lethbridge) explicitly commemorates our 10th edition through their CSSP Syllabus titled "Designing Lessons on Cross-Sector Social Partnerships: A Starter Toolbox." These two pieces represent the core focus of this section, to provide excellent resources for CSSP researchers who desire to bring CSSP topics into their classes today.

The ARSP Pedagogy section is the only exclusively dedicated space for CSSP Scholarship of Teaching and Learning resources to date. Fortunately, there is an increasing number of CSSP case resources and collaboration resources in a wide variety of disciplines from political science to anthropology to management. It's my hope in the next decade that a new lexicon appears in the curriculum conversations across higher education where the need for CSSP competency education is emphasized like other intelligences (emotional, social, cultural, and so on). Fostering these skills and abilities is at the core of what this section has sought to cultivate.

The **Geneva PPP Research Center** is a leading example of a research and training center that deliberately provides opportunities for students to enhance their CSSP competencies. We are delighted to have the Center as our section sponsor for this edition and on the following page you can learn more about their novel CSSP course offerings and activities.

As we reflect on the ARSP's accomplishments to date, the Pedagogy section has its own celebrations to note. It is with great excitement that I announce Dr. Lea Stadler will begin serving as the Pedagogy Section Editor beginning with the 2016 edition. We look forward to Dr. Stadler's leadership which will herald in a new era of resource development to support CSSP skills, foster engaging CSSP content delivery, and prepare the next generation of managers and teachers. | ARSP |

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Creating Bridges through Improved CSSP Pedagogy

The benefits of taking a collaborative, sector-spanning approach to addressing global challenges are often jeopardized by partnership challenges, including power games, different partner interests and ways of working, insufficient accountability, and a lack of suitable partnership management know-how and skills. The development of the respective knowledge and capacities remains difficult in a fragmented arena, and actors often start from scratch instead of building on existing best practices and lessons learned. Bridging theory and practice through boundary-spanning activities and interesting teaching programs is therefore a high priority for the Geneva PPP Research Center (University of Geneva) and the ARSP.

Appreciating the ARSP's pioneering role in enhancing CSSP pedagogy to inspire current and future managers, we are honored to support the ARSP Pedagogy Section of this anniversary issue. It offers a much needed platform to discuss different ways of teaching CSSP-related topics. The pedagogical options are as multifaceted as CSSPs: CSSP topics can be anchored in leadership, business ethics, change management, organization studies, collaboration, strategy, public management, and many other discussions.

The Geneva PPP Research Center pursues a similar bridging approach: Located in a city that acts as a focal point of international cooperation, the Center allows for creating vital links between education programs, practice, and research. For example, we seek to enhance students' CSSP knowledge and competencies through novel course

designs. These include short CSSP modules in *Executive MBA*, *Master of Science in Management*, and *Executive CSR* programs, in which the participants benefit from the latest insights into CSSP management and from an active exchange with professionals. In addition, we designed a pioneering, full *Master course*, in which our students engage with CSSP practitioners and learn about the challenges and the best practices by writing a case study of an interesting partnership.

As another teaching innovation—in which you are very welcome to participate—we offer an *online module* on managing public-private partnerships on the *Coursera* platform¹. To deepen the analysis, we also encourage students to explore CSSP topics and challenges in their Master or MBA theses. For example, one of our Master students presented her analysis of the Global Agenda Councils at the last *CSSI symposium* in Boston.

Overall, despite the manifold challenges involved, we believe in the future and transformative potential of CSSPs. Our Center is committed to supporting their development through high-quality education, but also through the work of our specialized and passionate researchers. If you are interested in learning more about the *Geneva PPP Research Center* and *our team*, have a look at ppp.unige.ch and connect via *Twitter*.

References

¹ *Coursera* is an education platform that partners universities and other organizations worldwide to offer massive open online courses (MOOCs); that is, courses aimed at unlimited participation and open access via the web. Our module on public-private partnerships is integrated into the course *International Organizations Management*.



by Dr. David G. Hyatt

Clinical Assistant Professor, University of Arkansas, Fayetteville, AR, USA.

Creating a Lecture on Systems Thinking in CSSPs

The emphasis is not on teaching systems theory or language, such as limiting and reinforcing feedback loops, but simply getting students to realize that, in social or business systems, there are unseen processes that produce observed phenomena.

Training the next generation of CSSP leaders requires that they develop core partnership capabilities. Peter Senge has argued for a set of three core capabilities for collaborative leadership¹. First is the ability to envision the larger systems in which we are embedded and second is the ability to reflect on how our own mental models create and influence these systems. Third is the transition from reactive problem solving to collaborative creation of futures we truly desire. As Sandra Waddock noted in *ARSP 7*, this kind of systems thinking is a core skill in collaborative processes, but we as educators do not do a good job conveying this foundational concept (see *ARSP 7*, p. 21)². In this column I show one approach by which students may be introduced to systems thinking and mental models.

The lessons draw on Senge and colleagues' organizational learning work on systems in business and collaboration in which systems thinking requires seeing simultaneously at four levels—events, patterns, structures, and mental models³. Students should come away understanding that there is usually not a single cause that produces an event; instead, often there are multiple, layered, interacting, and non-linear processes at work. Second, students should begin to understand the role of mental models in enabling or constraining collaborative solutions to wicked problems or envisioning a new future. The emphasis is not on teaching systems theory or language, such as limiting and reinforcing **feedback loops**, but simply getting students to realize that, in social or business systems, there are unseen processes that produce observed phenomena.

The lessons, taking about 60-80 minutes to complete, are done in two parts and are embedded in two consecutive three-hour class sessions. The first takes place during a simulation called Fish Banks Ltd and the second during a follow-up case analysis of the Marine Stewardship Council (MSC—for a description of these, see *ARSP 9*, p. 39). This approach has been used in class sizes from about 10 to 60.



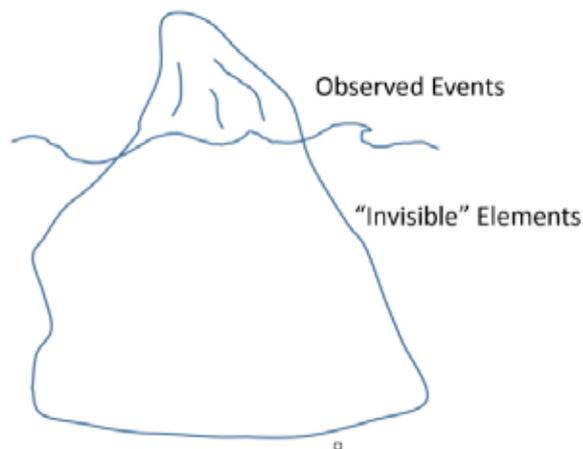
Introducing Systems Thinking (Lecture 1)

This lesson begins while debriefing of the Fishbanks simulation. In the simulation, the fisheries usually collapse because of the failure of students to collaborate and prevent it. (For a description of this simulation and debrief, see *ARSP 9*.)

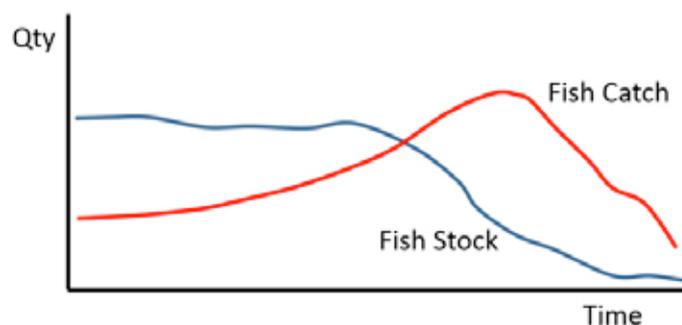
While exploring this inaction, it is important to demonstrate that we only see part of the system that is at work and that what is observed can be misleading. This is done in the following steps with a using the MSC case.

1. First draw a rough iceberg on the board with its parts both above and below the water line. There is the “seen” part of the iceberg which is essentially observed events. If our level of understanding is only at this level, our strategies then are limited to responding to what happened last. But underneath the surface of the water are the “unseen” processes that produce those events (see Board 1). The instructor might ask students to imagine a real fishery and what, beside number of boats, would affect the number of fish caught. Answers might include food quality and availability, predator species, birth and death rates, growth rates, fish density, boat effectiveness, and carrying capacity.

2. Next draw a simple graph showing the patterns of what actually tends to happen in the fishery, over time, with fish population and fish catch. These patterns reveal that the catches tended to increase after the system had “tipped” and fewer fish were being regenerated. One approach is to draw the fish catch first, then ask students what they were thinking as the catch was increasing. Then ask how that influenced their decisions for the next round. After this discussion, draw the fish population line. Now students can see that point of maximum catch, the mental model was likely that there was an abundance when in fact the fishery was nearing collapse (see Board 2).



Board 1. The Iceberg Effect



*Board 2. Usual Pattern of Fisheries Depletion
(See teaching materials at MIT)*

3. While making the point that what was being observed was not what was happening, introduce the idea of mental models. Compare if the students' mental models were consistent with the one set forth by Thomas Henry Huxley in his inaugural address at the Great International Fisheries Exhibition, which took place in London in 1883, and which dominated western deep-sea fisheries management for the next century.

Huxley stated: "I believe, then, that the cod fishery, the herring fishery, the pilchard fishery, the mackerel fishery, and probably all the great sea fisheries, are inexhaustible; that is to say, that nothing we do seriously affects the number of the fish. And any attempt to regulate these fisheries seems consequently, from the nature of the case, to be useless⁴".



4. This point can be emphasized, especially for U.S. students, by the story of the rapid demise and collapse of the American buffalo on the western plains (see this teaching resource from the *National Humanities Center*), reinforce this point by presenting a lithograph—Herd of Bison Near Lake Jessie—done by the artist John Mix Stanley while traveling with a Northern Pacific Railroad survey party in 1853. (See Board 3). It is powerful to overlay that image with a quote from Governor Isaac Stevens, who led the party:

"About five miles from camp we ascended to the top of a high hill, and for a great distance ahead every square mile seemed to have a herd of buffalo upon it. . . . I had heard of the myriads of these animals inhabiting these plains, but I could not realize the truth of these accounts till today, when they surpassed anything I could have imagined from the accounts which I had received (p. 59)⁵."

by Stevens would have for the Buffalo. How is this scenario different from the fisheries example? How is it similar? How similar or different would the "unseen" factors be? To broaden this discussion, ask "what resources or attributes of our lives do we make similar assumptions about today?" Examples, depending on students' origins, might include clean, fresh water and air, food, arable land, stable climate, rainfall, a peaceful social fabric, deep family ties, an effective transportation grid, abundant renewable and non-renewable resources, a stable economy, personal freedom, or good governance, etc. For instance, students in the U.S. might suggest "oil" and "personal freedom". Would we act differently if we did not take these things for granted?

Overall, this discussion could take from 20-45 minutes,



Board 3. Herd of Bison Near Lake Jessie (Source: Library of Congress)

5. No one knows for sure the population of the American buffalo before mass exploitation and collapse, perhaps 30 million, but by 1890 the population was estimated at less than 1000. With this image visible, ask students what implications this mental model articulated

depending on the degree of student engagement and available class time. Students should leave the simulation with a sense that there are certain problems in the world that cannot be addressed by any particular sector. But we often misdiagnose problems because we don't understand processes at work in systems and further, our mental models limit collaborative action.



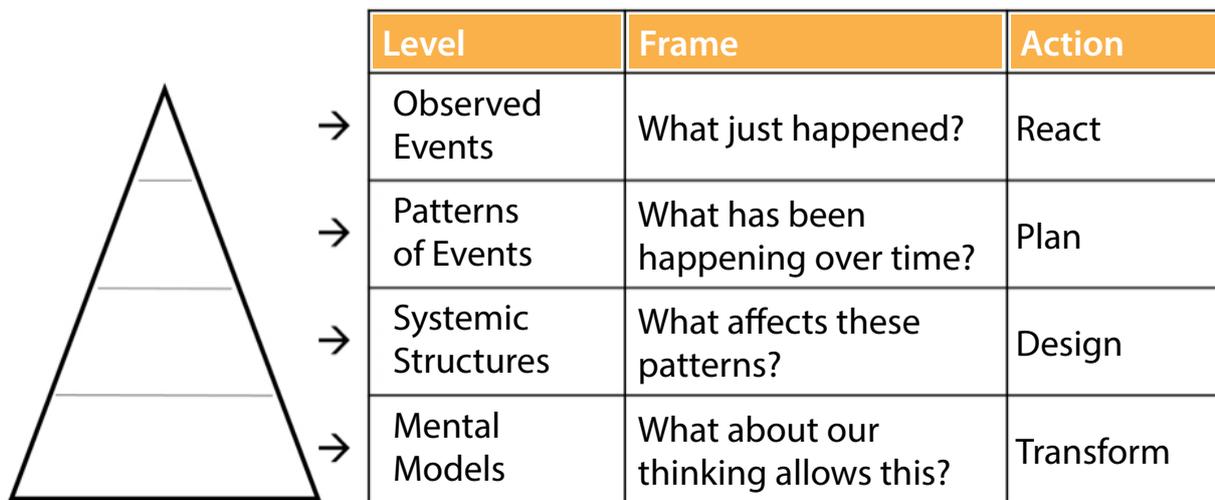
Linking Systems Thinking and Stakeholder Perspectives (Lecture 2)

After these ideas have percolated with students, in the next class period use a case—Marine Stewardship Council (A): Is a Joint Venture Possible Between “Suits and Sandals”⁶—to illustrate the beginnings of a market-based cross-sector collaborative approach to managing fisheries. During this case take time to identify all of the stakeholders and their interests. Near the end of this case discussion is a good time to reopen the idea of systems thinking by asking students to revisit the iceberg metaphor in the following sequence:

STEP 1: The Systems Thinking Iceberg. The objective in this step is to describe the iceberg model adapted from Peter Senge and colleagues in their book “The Necessary Revolution”⁷. Using Board 4, connect to the last lesson by reminding students that the exposed tip, which represents observed events, is above the water

lies the system structure from which events occur based on a number of forces. Remind students of the factors that might make up that structure that were identified in the last class, but now indicate that these factors are related in complex ways. Time permitting, the instructor might lead students through the systems diagram for Fishbanks (teaching materials are available at MIT *Fishbanks* website (login required)). Understanding these causes and their relationships allows one to design interventions that would affect future patterns and events. Lastly, underlying the system structure is the human mental model that governs our interpretation of events, patterns and structures. These models are important as they not only enable system transformation but also limit potential solutions. To emphasize this point and connect to the earlier lesson, return to the image of the bison at Lake Jessie.

STEP 2: Implications for CSSPs. Bringing students back to the MSC case, ask students to break into groups



Board 4. Model of Systems Thinking.
Adapted from Senge et al. *The Necessary Revolution* (2008)

level, but most of the iceberg (invisible elements) lies hidden beneath the surface. Then describe to students that, according to this model, just beneath the surface there are patterns that, if tracked over time, might provide a means to anticipate events. Linking back to the Fishbanks simulation, the instructor can reproduce the patterns of fish catch and fish population from the previous class as an example. And just below the pattern level

of 2 or 3 and consider the stakeholders in the MSC case, assigning specific stakeholders to specific groups. Ask them to imagine what things might organizations or industry (as a collective) take for granted that might limit their ability to reach a collaborative solution? In other words, what is their mental model? Ask groups one at a time to report back, adding their responses to Board 5 (produced below with some possible answers). Students



Stakeholder	Limiting Mental Models	Facilitating Mental Models
Unilever	<ul style="list-style-type: none"> ▶ NGOs don't understand business ▶ NGOs are mainly adversarial and cannot be trusted ▶ NGOs are disorganized ▶ No real limits to growth 	<ul style="list-style-type: none"> ▶ We all generally want the same thing even if we disagree on how to get there ▶ People are inherently good no matter what organization they work for ▶ No one sector can solve this problem by itself ▶ We are not powerless to shape the future ▶ Working together we can solve this ▶ We should steward renewable resources, not exploit them ▶ There is no ultimate tradeoff between the environment and the economy ▶ Win-win scenarios are possible
WWF	<ul style="list-style-type: none"> ▶ Business does not understand science ▶ Business will dominate in any relationship ▶ Business cannot be trusted 	
Retailers	<ul style="list-style-type: none"> ▶ Consumers unlikely to pay 	
Greenpeace	<ul style="list-style-type: none"> ▶ Business will always privilege economic returns at the expense of the environment ▶ MSC will follow the money and capitulate ▶ Market solutions cannot protect endangered species ▶ Certification schemes favor bigger firms 	
Fishing Industry (industry associations, fishing companies, processors, etc.)	<ul style="list-style-type: none"> ▶ Fisheries are already well managed ▶ There is no problem—there are enough fish ▶ New costs are bad for business ▶ More bureaucracy is bad for business ▶ Technology will solve the problem ▶ Unilever is protecting its own interests, not the industry ▶ All growth is good, possible and desirable ▶ No real limits to growth ▶ Fisheries, if depleted, will rebound quickly 	
Governments	<ul style="list-style-type: none"> ▶ Private certifications harm country competitiveness ▶ Regulation is the business of government ▶ Quotas are the solution ▶ Fishing industries must be protected 	

Board 5. Stakeholders' Mental Models

may produce a variety of responses that can generate discussion. For instance, students may say that actors all along the fish supply chain might believe any system that introduces new costs or constraints must inherently be bad for business. One deeper theme to look for is one of helplessness—we can only try to predict the future and it is not within our power to choose, shape,

or create it. For some of these responses, ask students why the mental model would hinder development of a cross-sector collaborative solution. Remind students that mental models may not always be evident (remember the iceberg) and of course it is individuals that hold them. It is important to know one's own mental model.



STEP 3: From Concept to Action. Then ask students to gather back in their small groups and to brainstorm generic mental models that would facilitate a collaborative solution and add their responses to Board 5. Then ask, “What would it take to shift the mental models of the stakeholder groups?” A key lesson likely to emerge from this exercise is the difficulty of such an endeavor—students may be hard pressed to produce an answer. The instructor could follow several different paths. For instance, the instructor could describe how the MSC was formed—WWF and Unilever overcame their initial models by identifying common interests and a common problem, getting both CEOs involved, looking for a win-win, isolating the project from other areas of contention, and were willing to experiment⁸. Another approach is to describe a “whole system dialog” process such as *appreciative inquiry (AI)*. For instance, in 2008 the dairy industry came together with regulators, NGOs, retailers, and other stakeholders to forge, using an AI process, a common plan to reduce carbon emissions, increase energy efficiency, develop a carbon credit trading system, and develop alternative energy and other initiatives for the industry. That all parties came together to begin to develop an understanding of patterns, complex systems, and viewpoints present in the industry supported development of a shared mental model and a shared understanding of the problem. (Link to the *Dairy Innovation Center* for more details.)

A common pool resource (CPR) is a kind of open access commons where one person’s use does subtract a finite amount from the pool available for another’s potential use. Examples include fisheries, forests, lakes and rivers, watersheds, and the atmosphere.

To close the lesson on systems thinking and collaboration, I recommend the following points to help students understand the learning objectives in the context of contemporary society. Students should understand that they may enter the workplace (or are working) in interesting times. As Waddock noted in *ARSP 7*, the traditional roles of the sectors are blurring. Students may find themselves working at a nexus of the sectors and they will need capabilities that Senge and Waddock propose—systems thinking, the ability to reach across sector boundaries, and the ability to work on complex unstructured problems. Waddock suggests students need to learn the language of other sectors. One step in this direction is for students to understand not only others’ mental models, but their own as well.

Note on other possible delivery methods

If instructors cannot do the Fishbanks simulation in the classroom, students can do the game as individuals (or as a class) on the *MIT website*. This will create a similar dynamic to set up the iceberg concept. Alternatively, the instructor could assign readings on a similar story, such as the recent *near-collapse of cod in the Gulf Of Maine*. There are also a number of readings available on the Marine Stewardship Council that could be assigned for readings⁹. These same lessons could also be delivered relating to other problem domains, such as sustainable forestry, as described in *ARSP 9*. Lastly, other simulations, such as the *Beer Game*, can be used to teach these basic systems ideas. | *ARSP* |

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Designing Lessons on Cross-Sector Social Partnerships

*A
Starter
Toolbox*



The prevalence of complex societal challenges and alarming backlash of one-sided solutions have led to a collective realization that such challenges require the diverse perspectives and resources attained through working together. Thus, preparing students for embracing the opportunities (and challenges) of cross-sector collaboration is an increasingly important element of management education. However, because the cross-sector social partnership (CSSP) domain is emerging and there is no established curriculum, instructors continue to be confronted with the question of how to teach CSSP-related topics. The objective of this article is therefore to provide an overview of helpful teaching material as a starting point for instructors incorporating CSSP content in their curricula. Following the ARSP's principle to collaborate for better outcomes, we reached out to our community to find interesting teaching material. Impressed and delighted by the voluminous quality input we received, we narrowed the focus to teaching themes aimed at MBA, MPA,

..... **What**

A toolbox for
designing CSSP courses

..... **Who**

Instructors teaching at MBA,
MPA, and MA levels

..... **How**

Use a theme,
a teaching innovation,
or the whole toolbox

and MA students as a target group and intended to help develop a general understanding of four main themes—the why, what, how, and trends of CSSPs.

For this ARSP 10th anniversary issue, we present a theme-based overview of teaching materials in terms of videos, case studies, academic and practitioner-oriented readings, and exercises. We further introduce related interactive teaching innovations inspired by instructors who teach full partnership courses. While instructors can decide to teach these themes in their entirety as a full-fledged CSSP course, they can also select a particular theme(s) or teaching material(s) and integrate them into courses such as strategy, organizational behavior, or corporate social responsibility. We summarize how to use our toolbox in Table 1 and hope that it raises appetite for teaching CSSP-related topics and expanding this toolbox through a collaborative process.

CSSP Teaching Toolbox—How It Works



<p>Target group</p>	<ul style="list-style-type: none"> ▶ MBA, MPA, and MA students
<p>When to use it</p>	<ul style="list-style-type: none"> ▶ Designing a full-fledged CSSP course, integrating selected themes and teaching tools in more traditional courses, and/or use for personal inspiration
<p>Learning objectives— questions students should be able to respond to</p>	<ul style="list-style-type: none"> ▶ Why of CSSPs: What are the main drivers for and risks of CSSPs? When are CSSPs suitable? What are the interests, roles, strengths, and responsibilities of private, public, and nonprofit actors in CSSPs? ▶ What of CSSPs: How do CSSPs differ in their partner composition, purpose, and partner relationships? ▶ How of CSSPs: What are the key management issues throughout the partnership life cycle? How can the related challenges be anticipated and managed successfully? ▶ Trends: How can CSSPs incorporate sustainable approaches towards ecological problems and poverty alleviation; that is, integrate ecological, social, and economic considerations? Where do we see sources of innovation?
<p>Teaching resources</p>	<ul style="list-style-type: none"> ▶ Videos: Create awareness and capture students' attention ▶ Case studies: Allow students to consider the complexity that unfolds in a concrete CSSP setting ▶ Academic readings: Provide students with a theoretical foundation that helps them explain phenomena and understand relationships and connections ▶ Practical readings: Provide guidelines, numbers, and illustrations ▶ Exercises and teaching innovations: Make lectures interactive and tangible for students by providing them with the opportunity of a lived experience

Table 1. Suggestions for Using the Teaching Toolbox



'Why—Drivers and Sector Perspectives' involves guiding questions and key concepts on:

- What drives cross-sector collaboration? (e.g., the prevalence of wicked problems, market logic expansion, pressure for CSR, government deregulation, and globalization)
- What are the opportunities and risks involved in CSSPs from the different sector perspectives?
- What are the sectors' roles, responsibilities, and core strengths in CSSPs?



1. Drivers and Sector Perspectives of CSSPs

VIDEOS:

- By illustrating the need for change and collaboration, the *Story of Stuff* (ca. 20 minutes) and *related videos* offer a starting point for discussing the drivers for CSSPs.
- The instructor can then present a diverse range of CSSPs, for example: *GAIN*, *GAVI*, *P&G and UNICEF*, *WWF and Lafarge*, and the *Forest Stewardship Council*.

ACADEMIC READINGS:

- Drivers: Googins and Rochlin (2000, 18 pages¹) can be used for the drivers and rhetoric of the partnership society; Crane and Seitanidi (2013, 13p.) for an overview of the what, why, and how of partnerships, and Kolk (2013, 27p.) for the rationale, context, actors, impact, and limitations of global CSSPs.
- Sector perspectives: Waddock's (2009, 41p.) chapter on the different spheres of society outlines the sectors' characteristics and relationships, and visualizes these relationships with a Venn diagram of overlapping domains. Additional articles may help deepen the discussion of the nonprofit (e.g., Omar, Leach, & March, 2014, 22p.), public (e.g., Rosenau, 2000, 25p.), and business (Porter & Kramer, 2011, 16p.; Spar & La Mure, 2003, 24p.) perspectives.
- Reflection: Utting and Zammit (2009, 18p.) warn about the idealization of the partnering concept, which can be used to bring a critical perspective to the class discussion.

PRACTICAL READINGS:

- CSSP trend: *Bulloch, Lacy, and Jurgens* (2011, 36p.) and the *BCG/MIT report* (2015, 34p.) discuss the trend towards cross-sector collaboration and back it with survey data.

EXERCISES:

- The *FishBanks* game may help students understand the tragedy of the commons, the need for collaboration, and the chronic tensions underlying CSSPs. In this two-hour multiplayer online or board game simulation, students play the role of fishers. They seek to maximize their net worth as they compete against other players and deal with variations in fish stocks and their catch. The typical result is a depletion of the commons—their shared fishery. For more information (incl. debriefing questions), please see *ARSP 9*, pp. 39-42.
- Clustering CSSPs: To deepen the discussion of Waddock (2009, p. 39), the instructor may gather the students around the board (white or chalk), have them draw the core model, and label it. This drawing can then be used for structuring different CSSPs identified in the Sustainability World Café exercise.
- Sustainability World Café: For this ca. 1.5 hour-exercise, the students need internet access and flipchart sheets to create a poster. In groups of 4-5 participants, they choose a product (e.g., cell phone, water bottle, or banana) and, within 40 minutes, analyze (1) where in the product's global supply chain CSSPs may be needed and (2) what CSSPs exist, who is involved, and why. They showcase their posters created in class (5-10 minutes per group) and subsequently, as a class, discuss the similarities and differences among the presented CSSPs.

¹ We indicate the total page numbers per reference for the instructors to better gauge the workload.

What of CSSPs

‘What—
Types of CSSPs’
is designed
to stimulate
discussions on the
questions:

Does the partner
composition
matter? (e.g.,
similarities
and differences
between
private-public,
private-nonprofit,
public-nonprofit,
and tri-sector
partnerships)

What do CSSPs
do? (e.g., service
delivery, advocacy
and resource
mobilization,
and policy
development)

How can
the partners’
relationships be
characterized?
(e.g., covering
the collaboration
continuum)



2. Types of CSSPs

VIDEOS:

- Illustrate different partnership types with short films, e.g., on *public-nonprofit relationships* (Hubert Project, about 3 minutes) and *contractual public-private partnerships (PPPs)* (UNECE, about 5 minutes).

CASES:

- CSSP purpose: Moon, Norton, and Chen (2008, 18p.) can be used to discuss advocacy and resource mobilization CSSPs, Van Wassenhove and Stadler (2012, 21p.) for service delivery CSSPs, and Henderson and Nellesmann (2012, 25p.) and Goerzen (2014, 11p.) for policy-related CSSPs.
- Partner compositions: Steger and Raedler (2002, 13p.) chronicle the formation of the Marine Stewardship Council, which offers a good opportunity to investigate the challenges and considerations of establishing a large-scale multi-stakeholder tri-sector partnership. Coles, Corsi, and Dessain (2012, 24p., this resource can also be used in lesson 4c) address issues pertaining to contractual agreements and renegotiation in PPPs. Alternatively, the students may work on a *live case* that outlines various large PPPs for infrastructure development in the Canadian context.
- Partner relationships: To explore the collaboration continuum (see *ARSP 8*, pp. 35-36), the instructor can use Marquis and Kanter (2009, 22p.) (philanthropic stage), Moon et al. (2008, 16p.) (transactional stage), and Doh, London, and Kilibarda (2012, 24p.) (integrative/ transformational stage).

ACADEMIC READINGS:

- Partner compositions: Selsky and Parker (2005, 24p.) present a literature review that introduces four partnership arenas and propose three platforms for conceptualizing CSSPs. Depending on the course focus, the students can be encouraged to read more about each or one specific CSSP type: private-nonprofit (e.g., Laasonen, Fougère, & Kourula, 2012, 25p.; Yaziji, 2004, 6p.), public-private (e.g., Hodge & Greeve, 2007, 14p.), public-nonprofit (Brinkerhoff, 2002, 12p.), and tri-sector (e.g., Babiak & Thibault, 2009, 27p.).
- Partner relationships: The collaboration continuum, introduced by Austin (2000, 29p.) and extended by Seitanidi and Ryan (2007, 20p.), Austin and Seitanidi (2012, 33p.) and Kolk and Lenfant (2015a), captures the different kinds of partner relationships from philanthropic to transformational. Vurro, Dacin, and Perrini (2010) can be used to deepen the discussion based on the institutional antecedents of different partnership approaches for social change.

PRACTICAL READING:

- The *State of Partnerships Report* (The Partnerships Resource Centre, 2011, 61p.) captures the partnering practice in 2010 by depicting the CSSP types in which the top 100 non-financial firms were involved.

EXERCISES:

- For closing the discussion, ask the students to do a *mind-mapping* of the new concepts and insights they learned individually or in groups of four to five students. After 15-20 minutes, the class comes together to compare the outcomes (ca. 15 minutes).
- To create a more interactive student experience, see the first teaching innovation following this toolbox ‘CSSP’s as a Panacea?’ by Dr. Valerie Federico-Weinzler.



How of CSSPs

'How—Common Management Considerations' introduces the partnership life cycle and covers the following questions:

- ▶ What are the stages CSSPs commonly go through as they work toward reaching their goal(s)?
- ▶ What are the key management challenges and considerations in each stage?
- ▶ Where do you see leadership opportunities in these stages and what kind of skills do they require?



3a. Common Management Considerations

CASE:

- ▶ To frame all four lessons covered in the 'How' theme, use Austin and Reavis (2002, 28p.) case on Starbucks and Conservation International.

ACADEMIC READINGS:

- ▶ Life cycle stages: Austin and Seitanidi (2012b, 40p.) summarize insights into the different life cycle stages and can be used for discussing the key challenges and success factors per stage. Bryson, Crosby, and Stone (2006, 11p.) outline initial conditions affecting the overall partnership life cycle.
- ▶ Leadership: Ospina and Foldy (2010, 16p.) discuss five leadership practices to build bridges in collaborative governance.
- ▶ Stakeholder involvement: Kolk et al. (2015, 16p.) discuss the involvement of internal and external stakeholders, and 'trickle effects'.

PRACTICAL READING:

- ▶ Partnership life cycle: In a publication of *The Partnering Initiative*, Tennyson (2003, 45p.) outlines tools (e.g., a resource map and action planning framework) and guiding questions to be used along the partnership life cycle.

EXERCISES:

- ▶ Collaborative action is essential, but cannot happen without connecting across differences. Student groups are assigned one or two of the partnership life cycle stages by Tennyson (2003) and are asked to explore where and why leadership challenges could emerge. On this basis, the class can discuss Ospina and Foldy's (2010) suggestions for key leadership practices.
- ▶ To create a more interactive student experience, see the second teaching innovation following this toolbox 'Consulting an NGO on CSSP Opportunities' by Dr. Valentina Mele.



How of CSSPs

‘How— Partnership Formation’ unpacks partnership initiation and addresses questions such as:

- ▶ Which guiding questions should be considered when forming a CSSP?
- ▶ What criteria should be used when selecting CSSP partners?
- ▶ What is needed to build the necessary level of trust for engaging in the collaboration process?



3b. Partnership Formation

CASES:

- ▶ Company perspective: Based on the partnership with the World Food Programme, Van Wassenhove and Tomasini (2004, 23p.) illustrate TPG’s approaches towards choosing a cause, selecting partners, creating a working plan, and finally getting the executive board’s buy-in.
- ▶ Process and challenges: Steger, Ionescu-Somers, and Salzmann (2003, 9p., this resource can also be used in lesson 3c) describe how Lafarge and the World Wildlife Foundation successfully established a partnership, which, however, was put to the test when the parties could not agree on Lafarge’s carbon dioxide (CO₂) reduction commitment. Probst, Stadtler, and Arabiyat (2010, 30p.) discuss how a multi-stakeholder education-related CSSP sought to adopt an inclusive approach since its inception.

ACADEMIC READINGS:

- ▶ Transformative potential: Seitanidi, Koufopoulos, and Palmer (2010, 23p.) can be used to discuss indicators for the transformative potential of CSSPs.
- ▶ Partner ‘fit’: Berger, Cunningham, and Drumwright (2004, 33p.) identify patterns for anticipating common challenges related to the partner ‘fit’.

PRACTICAL READINGS:

- ▶ Preparing and forming CSSPs: The Partnerships Resource Centre (2012, 32p.) offers an overview of *what to consider* before starting a CSSP and Pfisterer, Payandeh, and Reid (2014, 32p.) introduce the important considerations involved in crafting a *partnership agreement*.
- ▶ Communication: McManus and Tennyson (2008) of The Partnering Initiative provide tools and reflection points for *‘talking the walk*. Topics include: richer conversations, hearing unheard voices, inter-cultural communications, use of images, communications planning, and more.

EXERCISES:

- ▶ Ask student groups to analyze and present one of the ‘stories from the front line’ as described in McManus and Tennyson (2008). Ask the students to identify the main challenges and encourage them to consider how the practitioners addressed the challenges.
- ▶ To create a more interactive student experience, see the third teaching innovation following this toolbox ‘Role Play of a First Partner Meeting’ by Stella Pfisterer.

How of CSSPs

‘How— Partnership Implementation’ can be used to discuss relationship management and CSSP structures based on the following guiding questions:

How can the partners manage power asymmetries and cultivate trust?

What are the responsibilities of partner leaders during the implementation process and how do these responsibilities evolve?

How can CSSP partners best govern and coordinate the partnership activities? What are helpful structures and processes?



3c. Partnership Implementation

VIDEOS: (see *ARSP 8*, p. 39 and 42)

- *Collaboration* (B. Crosby), a five-minute video, and *The Collaborative Challenge* (M. Koschmann), a 17-minute video, can be used to discuss the management of relationships and the concepts of collaborative advantage and inertia.

CASE:

- Implementation processes and challenges: The Van Wassenhove and Samii (2004, 14p.) case explores the implementation of TNT’s CSR initiatives through a CSSP with the World Food Programme.

ACADEMIC READINGS:

- Relationship management: Huxham and Vangen (2004, 12p.) may be used to discuss issues pertinent to collaborative advantage and inertia, such as power, trust, and leadership; Koschmann, Kuhn, and Pfarrer (2012, 23p.) to discuss the role of communication; and Le Ber and Branzei (2010, 33p.) to examine role (re)calibration in CSSPs. Students may also revisit content on the collaboration continuum presented in lesson 2 ‘Types of CSSPs’.
- Structure and processes: Despite variety in these dimensions according to the partnership type (Selsky & Parker, 2005, 24p.) and the partnership relationships (Austin & Seitanidi, 2012, 33p.; Waddock, 1988, 15p.; and Glasbergen, 2011, 13p., potential to revisit these readings in 4a) help provide a general overview of implementation relationships, structures, and processes. For discussing governance structures and processes in multi-stakeholder tri-sector partnerships, Clarke and Fuller (2010, 17p. potential to revisit this reading in 3d) and Provan and Kenis (2007, 24p.) can be used. Conversely, the nuances of governance structure in various configurations of dyad partnerships are examined in Rivera-Santos and Rufin (2010, 16p.).

PRACTICAL READING:

- Structure and Processes: Clarke (2012) identifies and discusses five keys to success for implementing sustainability strategies through multi-stakeholder tri-sector partnerships.



How of CSSPs

‘How— Partnership Evaluation and Outcomes’ includes materials centered on the questions:

- ▶ How can CSSPs be evaluated and what kind of outcomes can be expected?
- ▶ How can CSSPs’ societal impact be scaled-up?



3d. Partnership Evaluation and Outcomes

CASE:

- ▶ Performance evaluation: The Gatignon and Van Wassenhove (2009, 17p.) case on the Moving the World Partnership facilitates learning and discussion about CSSP performance evaluation as a management tool.

ACADEMIC READINGS:

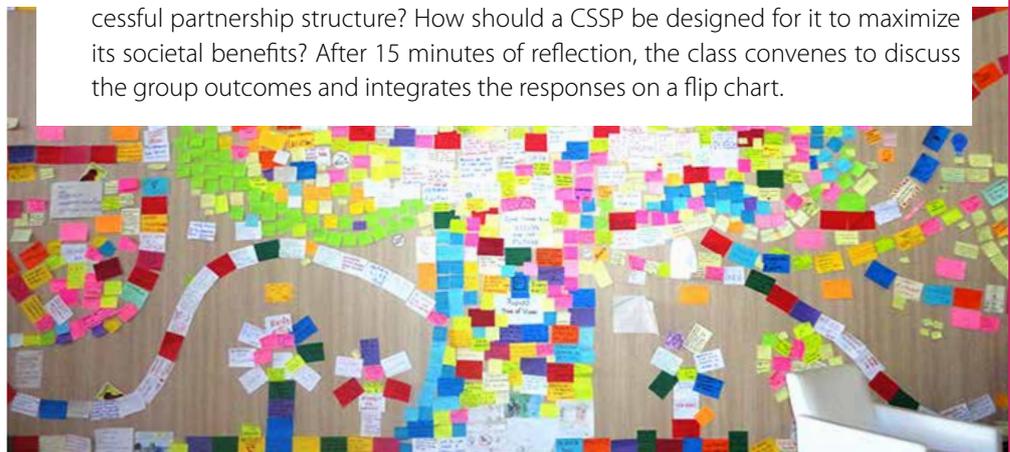
- ▶ Types of outcome: Outcomes at several levels are discussed in the CSSP literature, including outcomes felt by the partners, process innovation outcomes, and societal level outcomes. For an overview of these types of outcomes in relation to partnership evaluation see Innes and Booher (1999, 12p.). Additionally, classroom discussions on the value of CSSPs created for both the partners and society will benefit from reviewing Austin and Seitanidi (2012b, 40p., emphasis on outcomes for individuals, partner organizations, and the society), Kourula and Halme (2008, 13p., emphasis on the business and societal outcomes), and Porter and Kramer (2011, 16p., emphasis on the business perspective).
- ▶ Societal vs. partner impact: Those interested in discussing the societal impact of partnerships with their class should refer to Kolk (2013, 27p.) and Kolk, van Tulder, and Kostwinder (2008, 12p.). Those with a primary interest in partner outcomes can review Arya and Salk (2006, 24p.) and use Seitanidi’s (2010, 18p.) outcome analysis of the partnerships between Earthwatch and Rio Tinto and between The Prince’s Trust and the Royal Bank of Scotland.

PRACTICAL READINGS:

- ▶ Evaluation guide: The FSG has published a three-part *guide* for evaluating collective impact (Preskill, Parkhurst, & Splansky Juster, 2014).
- ▶ Evaluation tool: Additionally, students may have a look at the *process* of developing the *Partnership Assessment Tool*, a free-of charge interactive tool by the United Nations Global Compact (2007, 28p.).

EXERCISE:

- ▶ For closing the discussion of the ‘How’, students can be encouraged to reflect on their learning. Student groups of about five participants may be assigned one of the following wrap up questions: Which leadership skills and activities are crucial along the different partnership stages? What are key criteria for developing a successful partnership structure? How should a CSSP be designed for it to maximize its societal benefits? After 15 minutes of reflection, the class convenes to discuss the group outcomes and integrates the responses on a flip chart.



Trends in CSSPs

“Trends—Environmental CSSPs’ includes materials to generate class discussion and learning on the questions:

Why do environmental problems such as climate change call for cross-sector collaboration?

What are common CSSP types and best practices in the environmental CSSP landscape?

How can environmental CSSPs be designed to achieve economic, social, and environmental goals?



4a. Environmental CSSPs – Sustainable Development

VIDEO:

- As a preparation for the lecture, the students can be encouraged to watch *Disruption*, a 52-minute video (or a short excerpt, e.g., min. 29-34) on the topic of climate change.

EXERCISES:

- Another way to prepare the lecture is to have the students calculate their ecological footprint using one of the *footprint calculators*.
- Building on Dr. Seuss’ *The Lorax* as a book and *film* that chronicle the plight of the environment and the Lorax, who speaks for the trees against the greedy Once-ler, let the students reflect on their ideas for integrating economic and ecological perspectives in business solutions. To this end, they may also use insights from the *Disruption* video.

CASES:

- Private-nonprofit environmental partnerships: Austin and Reavis (2002, 28p.) illustrate the importance of relationship management in these complex partnerships. Branzei, Lin, and Chakraborty (2014, 16p., can also be used in lesson 4c) uncover the dynamics behind implementing environmentally focused social innovations inside large organizations.

ACADEMIC READINGS:

- CSSP types: Rondinelli and London (2003, 15p.), Hoffman (2009, 11p.), and Wasmer, Paquin, and Sharma (2012, 33p.) examine how businesses and environmental NGOs collaborate. Clarke (2013, 24p.) examines multi-organizational tri-sector partnerships for implementing local sustainability strategies.
- Global supply chains: Bitzer and Glasbergen (2015, 6p.) and Perez-Aleman and Sandilands (2008, 26p.) cover issues of global supply chains in partnerships for sustainability.

PRACTICAL READINGS:

- The challenges: *McKibben* (2012, 3p.) explores the topic of climate change and dangers of global warming; *Turner and Alexander* (2014, 3p.) introduce the concept of limits to growth.
- Sustainability CSSPs: For a review of multi-stakeholder and CSSP efforts in the area of environmental sustainability, students may be encouraged to read the *WWF* (2010, 38p.) and *Gray and Stites* (2013) *Network for Business Sustainability* publications.

Trends in CSSPs

‘Trends—Poverty Alleviation CSSPs’ is centered on the Millennium Development Goals (MDGs) and subsequent Sustainable Development Goals (SDGs), including questions such as:

How can CSSPs help implement these goals? What are best practices for addressing poverty with CSSPs?

What are base of the pyramid solutions and what is the role of CSSPs in this context?

How can poverty alleviation CSSPs be designed to achieve economic, social, and environmental goals?



4b. Poverty-Alleviation CSSPs – Sustainable Development

VIDEO:

- As a preparation for the lesson, invite the students to learn more about *MDGs* and *SDGs* by watching the 7-minute *video* by the United Nations Statistics Division. Reflection question: Based on the video, what conclusions would you draw for the SDGs?

CASES:

- Innovative business models: Nicolas and Suder (2008, 18p.) describe the different phases of the UNHCR-Microsoft partnership for refugee support. Similarly, Doh, London, and Kilibarda (2012, 24p.) put students in the shoes of key managers of the partnership between Oxfam America and Swiss Re who, along with other partners, piloted an innovative model designed to help propel some of the poorest farmers in Ethiopia out of poverty by helping them cope with weather-related risk.

ACADEMIC READINGS:

- The roots of societal challenges: Based on an ethnographic study of Concern Universal, an international NGO with a particular focus on working collaboratively with business, Wadham and Warren (2013, 17p.) illustrate how CSSPs may challenge our very understanding of the nature of poverty-related problems. Bitzer, Glasbergen, and Arts (2013, 16p.) use sustainable livelihoods as a conceptual model to explore the potential of social partnerships to improve economic conditions of farmers in Peru. Kolk and Lenfant (2015b) give an in-depth analysis of partnerships in the context of institutional voids.

PRACTICAL READING:

- Base of the pyramid: The United Nations Development Program (2014, 32p.) has published a *report* on the barriers and opportunities at the base of the pyramid. Students can be encouraged to read this overview before the lesson and then briefly present one of the barriers and suggested remedies in class.

EXERCISE:

- Let the students look up the *UN Global Compact* (UNGC) and the *UN Protect, Respect, and Remedy Framework* before the lecture and write a short paragraph on the questions: Should your previous, current or future employer (company to be specified by students) join the UNGC?



Trends in CSSPs

‘What’s Next —a Focus on Innovation’ includes materials concerned with the questions:

- What is the future of social partnerships?
- How can we build on the insights from prior lessons to improve CSSPs’ outcomes for individuals, partner organizations, and society?

4c. What’s Next—a Focus on Innovation

VIDEO:

- ▶ *Our Future World*—this three-minute video summarizes some of the worldwide megatrends (e.g., “more from less” and “forever young”) that will present enormous challenges as well as great opportunities. These insights may be used as the starting point for analyzing the future role of CSSPs.
- ▶ Building on the *Story of Solutions* (a nine-minute video), let the students discuss a range of CSSPs on whether they are “game changers.”

ACADEMIC READINGS:

- ▶ Re-imagine the future: Seitanidi and Crane (2013, 21p.) seek to re-imagine CSSPs with a goal of advancing social good. With a review of the CSSP literature, this book chapter highlights how others in the field are framing social partnerships. Crane (2010, 3p.) discusses the need to examine how CSSPs are changing societal governance. This article also invites the reader to reflect on sectoral boundaries and the future of CSSPs.

PRACTICAL READINGS:

- ▶ Scaling-up: As part of *The Partnering Initiative’s* Tool Book series, Halper (2009, 30p.) outlines tools for effectively managing partnership *transitions, transformations, and exits*. Pfisterer and Payandeh (2014, 20p.) of *The Partnerships Resource Centre* discuss the scaling-up through *partnership replication*.



Scaling-Up CSSP Teaching and Learning Resources



The material we presented here is a fraction of the CSSP teaching repertoire and there is much room for going into more depth, including other readings and exercises. We thank the ARSP community for their valuable input and support for creating this initial toolbox, and look forward to continuing the dialogue and expanding the CSSP teaching toolbox. This will ideally take place online via an ARSP website which will be announced on the *ARSP’s Facebook page*. So please connect and share with us your teaching innovations and/or helpful resources that will help make the students’ CSSP learning journeys exciting and insightful by contacting [lea.stadtler\(at\)unige.ch](mailto:lea.stadtler(at)unige.ch) and/or [a24macdo\(at\)uwaterloo.ca](mailto:a24macdo(at)uwaterloo.ca).



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Teaching Innovation (1)

CSSPs as a Panacea?

OBJECTIVE: Taking the “bird-eyes view” on global challenges, make students reflect upon the benefits, risks, limitation of, and alternatives to CSSPs.

PREREQUISITE: For this exercise to offer meaningful learning, students should have received a comprehensive introduction to CSSPs, including practical and theoretical explanations of their emergence.

HOW IT WORKS: The students are split up into a maximum of five groups. Each group has a number (e.g., 1, 2, 3) and each student within a group is assigned a letter (e.g., 1-A, 1-B, 1-C, 2-A, 2-B, 2-C). Within 30 minutes, each group identifies key arguments and reaches a joint conclusion on the question “Are CSSPs the panacea to address complex global challenges?”

The groups then send their A’s, B’s, C’s, etc. into “debate matches”, in which each participant is to represent his or her overall group’s conclusion based on the key arguments chosen (20 minutes). In a third stage, the initial numeric groups convene again for 10 minutes and, considering what they heard in the debate matches, have the opportunity to adapt their position and arguments.

DEBRIEF: The debrief discussion should emphasize key CSSP content—the concepts and debates—as well as reflection on process itself. Content-related learnings include assessment of valid global governance alternatives to CSSPs, weighing of pros and cons of traditional global governance mechanisms to CSSPs, scenario planning and intensification / acceleration of global challenges. Additionally, there are process-related learnings centered on the discussion (e.g., listening, voicing own opinion, convincing of own standpoint), apprehension of varying viewpoints within “own team” and in context of “competitors”, team-assessment of reconsidering own position (experience shows that teams will not change their original position and arguments), opportunity to experience “CSSP-like negotiations” and especially the multi-faceted aspect of “individual interest” versus “joint goal”.



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Teaching Innovation (2) Consulting an NGO on CSSP Opportunities

OBJECTIVE: Enable students to consider and combine different sector perspectives in developing a CSSP that provides benefits to each partner as well as to society.

PRE-ASSIGNMENT: Have the students read the article by Berger et al. (2004) on business-nonprofit collaboration (see also lesson 3b).

HOW IT WORKS: Invite a representative of a selected NGO to discuss with the students the NGO's approach to addressing a focal societal issue, the challenges and resource needs involved, as well as the NGO's relationships with the business sector.

ASSIGNMENT: Within two weeks, the students step into the shoes of consultants and prepare a business partnership proposal for the NGO. The following questions should guide their work: Which company could be interested in collaborating with the NGO and why? What could such a partnership look like in terms of primary goal(s) and key activities? What would each partner contribute and what would be the benefits and risks for the company and the NGO? The groups prepare a written proposal (ca. 10 pages) and prepare a poster for the final presentation.

THE PITCH: In a subsequent lecture, each group presents a 10-minute pitch in front of the instructor and guest speaker who is either personally present or connected via skype. After the pitches, the guest speaker is invited to provide feedback regarding the groups' partnership ideas.

DEBRIEF: Debrief questions can include: How realistic are the suggested partnerships? Do they provide a win-win opportunity for the partners and society? What are the major challenges involved in developing and sustaining the suggested partnerships? The exercise is often an eye-opener for considering the NGO's perspective: NGOs would not be willing to partner with any company. Moreover, to make a partnership sustainable from a business perspective, it frequently needs to move beyond philanthropic relationships and help the company have a positive impact on its bottom line (e.g., by mitigating a societal problem that hampered its supply and value chain).



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Teaching Innovation (3)

Role Play of a First Partner Meeting

Coming to an Agreement while Building Good Relationships

OBJECTIVE: Enhance students' understanding of (a) mechanisms that support or hamper agreements in CSSPs and (b) the power of negotiation strategies in the partnership formation.

PREPARATION: The role play requires five role sheets which the instructor should prepare in advance by gathering publicly available information about a selected CSSP and assigning the pieces of information to the specific roles. If the students have no prior knowledge or experience in negotiation strategies, it might be helpful to give a short theoretical introduction before starting the role play. In a fifteen minutes briefing, the instructor could outline negotiation preparation strategies and concepts such as the Best Alternative to a Negotiated Agreement (BATNA)¹.

MATERIALS: Each team will need a flip chart paper and tape, 2-3 colorful markers, role sheets (five), and, ideally, a separate room.

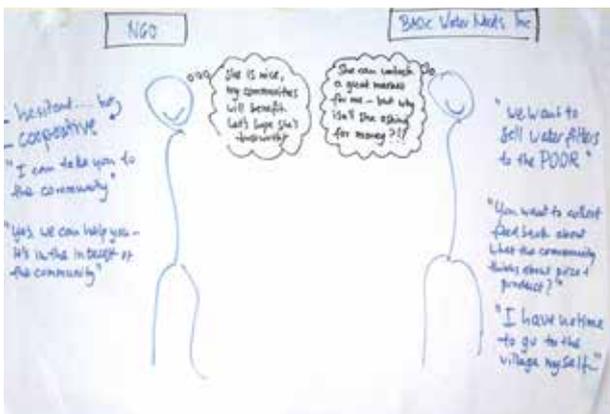
HOW IT WORKS: In this two-hour role play, students step into the shoes of representatives of donor or broker organizations, NGOs, local governments, and multinational companies and try to come to a CSSP agreement. To introduce the setting, the instructor provides information on a specific CSSP context (for example *The New Vision for Agriculture*, for which also *video material* is available), the issue to be addressed, and the drivers and motives of the partnership. Based on a sheet that describes their specific actor's role (i.e. three partners, one facilitator/donor organization, and one observer per CSSP), the students prepare their roles individually (ca. 10 min.). Subsequently, they come together in their CSSP and have to negotiate a common objective and each actor's roles and resource contributions. The observers are encouraged to take notes. The topics the CSSP groups manage to agree within the scheduled 45 minutes are very diverse, which provides a starting point for comparing negotiation strategies and dynamics in the partnership formation process.

DEBRIEF: While the actors have a 10 minutes break, the observers are encouraged to summarize their impressions of the main negotiation dynamics on the basis of a drawing. They should focus in particular on the actors' key messages, underlying thoughts, and behavior patterns (see Pictures 1 and 2). In the debriefing, each group facilitator summarizes the group's achievements and experiences. In a third step, the instructor encourages the class to identify the key mechanisms that hampered or facilitated their negotiations: How has the behavior of actor A affected the decisions and commitment of actor B? What else influenced the actors' decisions? Why were some actors more powerful in the game than others? How has the facilitator supported or restrained the negotiation process?

In the course of the role play, the students realize that the actors' negotiation approaches differ according to their relative power but all impact whether the CSSP partners come to understand each other's interests (and hidden agendas), reach a mutually beneficial agreement, and build trusting relationships. These experiences stimulate learning/reflection on:

1) the importance of informal interaction mechanisms². Students encounter in their interactions key inhibitors (such as hidden agendas, power plays, and winning on the expenses of others) and/or facilitators (transparency, respect, mutuality) for collaboration.

2) the power of different negotiation strategies³ such as positional bargaining and principled (integrative) negotiation. Students may realize the importance of separating people from issues; focusing on interests, not positions; generating options for mutual gains; and insisting on the use of objective criteria in the process of partnership formation.



The pictures were taken during the workshop 'Facilitating Multistakeholder processes and social learning' organized by the Wageningen UR Centre for Development Innovation in 2010.

Picture 1. Capturing the Negotiation Dynamics in a Drawing



Picture 2. Collectively Elaborating the Drawing in the Debriefing

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Celebrating ARSP Volunteering, Readership & Cross-Sector Inspiration

The ARSP is a celebration of collaboration in the making, providing academics and practitioners all around the world opportunities to work side-by-side as volunteers for the curation of cross-sector meta-data, in addition to contributing original material promoting cross-sector collaboration for the social good. The ARSP is a dynamic international collaboration laboratory that values integrity, commitment, community, creativity, generosity, imagination, altruism, and resilience. The nurturing environment of the ARSP provides opportunities for service and leadership as

the means of developing research and projects that testify to the spirit of partnering.

In celebration of our 10th ARSP issue we invited reflections from our editorial team, our advisory board and our readers. In order to broaden the celebration we initiated the ARSP International Thought, Practice & Thesis Honors List as a way of celebrating the inspiration of theory and practice. We hope that in these celebratory pages you will find a source of motivation for joining the ARSP annual project, justification for increasing the use of the ARSP in multiple ways, inspiration, and appreciation to your partnership efforts.

ARSP Celebratory Committee
Verena Bitzer, Lea Stadler, Özgü Karakulak

Celebrating ARSP Volunteering

In celebration of our 10th issue members of the ARSP team share their insights on ARSP volunteering. If you would like to join the ARSP team, send an email to: ARSP Editor [v.bitzer \(at\) gmail.com](mailto:v.bitzer@gmail.com)

A *ligning multiple aspirations with inspiration to develop a new hybrid thesis¹ publication is a collaborative privilege that took shape and lifted off when Arno Kourula and Jennifer Leigh joined the ARSP. Their profound integrity, sincere generosity and creative resilience have been my inspiration for increasing the multiple sources of value creation by the ARSP in order to deliver synergistic value, the most elevated type of value, allowing us to co-imagine and co-create by prioritising the community rather our individual benefit. We achieved this by aligning our values and motives, increasing our engagement with each other, at all stages of decision making, and leveraging each other's initiatives. Each one of us recruited volunteers that shared the same values and the same enthusiasm for cross-sector collaboration. The gradual additions to our team provided further inspiration and added unique capabilities allowing us to increase the scope of the content (originally covering only NPO-BUS partnerships and now all configurations) while retaining our original mission: **values-based collaborative value creation** which permeates all our internal and external interactions. The ARSP team now encompasses 22 academic and practitioner editors who volunteer annually to bring the most up-to-date overview on partnership publications, pedagogy, research, community and praxis to 50,000 direct recipients. Our internationally distinguished Advisory Board assures the integrity of our content prior to publication. Their trust and support provides guidance to the aspirations of the ARSP editorial team as we look up to those whose steps we wish to follow. Throughout*

the years the ARSP challenged repeatedly our collaborative thinking and practice as we developed innovative content, robust processes, detailed guidelines and internal support mechanisms that will now be taken over by our second generation ARSP editors. Stepping down as the ARSP editor is one of the proudest moments in my life as Verena Bitzer, Salla Laasonen, Lea Stadler and soon others rise as our new section editors that no doubt will increase the ARSP value even more. Moreover, as a result of our collaborative experience, the ARSP team has now produced its first set of parallel outputs including developing professional development workshops (AoM, EGOS, CSSI Symposium) and on-going research proposals, providing more opportunities for engagement, alignment and leverage for senior academics, but more importantly for early career researchers who have been our focus. We aim to nurture, inspire and mentor PhD students who enter our field to boost their confidence, sharpen their critical abilities and provide opportunities to showcase their CSSP focus and skills. As CSSP is a field dispersed across disciplinary boundaries and departmental politics we aim to enhance the quintessential feeling of 'belonging' to an international community by increasing the points of connection with likeminded people and the intensity of interactions by providing a unifying purpose: the annual ARSP project. We have a lot of work ahead of us as many more join a field that in the years to come will have to prove that humankind can collaborate for its collective benefit rather than the individual gain of its sub-sets. Help us contribute to this by joining our team and sharing our vision!

● *M. May Seitani, ARSP Editor-in-Chief.*

¹ See editorial on page 11 for an explanation.



Celebrating ARSP Volunteering

The ARSP is a wonderful team with an amazing collaboration spirit. May Seitani has fostered and grown a team of dedicated individuals from different fields and backgrounds to focus on cross-sector partnerships as a positive societal force. The ARSP has also worked as a platform for a community of scholars and practitioners to get together around shared interests. Our team has grown from year to year. What originally looked like a small newsletter has become a professional publication catering to different audiences with insightful contributions. Being able to work with the team and becoming part of the leadership team has been a great learning experience. Most importantly, the greatest benefit from the ARSP has been interacting and learning not only from the ARSP Senior Management Team May, Jennifer and Verena, but also from the entire team. May has provided unwavering inspiration and direction; Jen has tirelessly and diligently initiated and supported a multitude of internal initiatives, essential during our growth phase, always offering me her valuable insights for the benefit of my own tasks; Verena has been a fantastic recent addition to our team re-energizing and strategizing our internal editorial processes. As the first ARSP Publications Editor I am very proud of Salla Laasonen, as the second generation Publications Section Editor for nurturing and improving the section; I am also grateful to Jose Carlos Marques for his outstanding insights and multiple contributions to our team. Thank you to the entire ARSP team for your collaboration and inspiration!

● Arno Kourula, ARSP Senior Editor.

Belonging to the ARSP team fulfills one of my highest academic aspirations—having a shared intellectual project with a global community of scholars and practitioners. The ARSP is a truly unique publication that profiles interdisciplinary research and the four main types of scholarship (discovery, integration, pedagogy, and application) with the aim of social impact. This cutting-edge resource is possible due to the tireless dedication of the founder and editor, May Seitani, whose enthusiasm for cross-sector social interaction research and practice inspires not only myself, but our ever growing team of new scholars, PhD students, "pracademics", and established researchers. Through ARSP I have grown as an author, editor, and team member through the ongoing coaching and mentoring from May and the Senior Editorial team members Arno Kourula and Verena Bitzer, as well as the inputs from my team in the Pedagogy Section. My experiences on this team continue to enrich many aspects of my professional life in my development as a scholar and allow me to bring this knowledge to the classroom, my research projects, and my other academic service roles. For example, in my service-learning classes I emphasize cross-sectoral perspectives and encourage students to reflect on the collaborative skills built through action projects with community partners. Additionally, my involvement in the publication has provided opportunities to co-organize events at the bi-annual Cross-Sector Social Interaction Symposium and the Academy of Management's Professional Development Workshops with ARSP colleagues, emerging scholars and CSSP thought leaders. I'm grateful for these relationships and very proud of our collective project—bridging disciplines and the theory-practice divide to curate innovative cross-sector social interaction scholarship.

● Jennifer S.A. Leigh, ARSP Senior Editor.



Celebrating ARSP Volunteering

Experience without theory is blind, but theory without experience is mere intellectual play” (Immanuel Kant). The importance of bridging theory and practice has long been recognized, but it is an open secret that many appeals are met with little response and remain unsupported by real action. This is what makes the Annual Review of Social Partnerships so unique, timely and important. The ARSP is driven by a genuine concern about the relevance of theory to practice and practice to theory to create a two-way transfer of knowledge in the field of cross-sector social partnerships. What started out as a one person quest by May Seitanidi in true trailblazing fashion has turned into a collective, spirited endeavour by like-minded professionals from research and practice across countries and continents. “Partnership” is our field—and we practice what we preach, firmly believing that bit by bit together we are creating an ever-expanding community of partnership experts. Being part of this journey has been wonderful, offering tremendous new insights and shared learning along the way. For me, it has been the experience of seeking to reach and write for a mixed audience, all embedded within collective experimentation and coordination, which has been particularly revealing. There were many instances when I was left with this glowing feeling of having learned something from my ARSP colleagues which I could directly apply in a hands-on manner. In a continuous circle, I now try to pass on such insights to our more recent team members who will, in turn, shape my thinking. I’m grateful to all our section editors, associate editors and external contributors, but particularly to May Seitanidi and the Senior Editorial team members Jennifer Leigh and Arno Kourula, for making this possible. May the journey continue!

● Verena Bitzer,
ARSP Senior Editor & Upcoming ARSP Editor.

When joining the ARSP community, I was looking for sparring partners in the CSSP domain. Then I realized that being part of the ARSP community is much more than that: It’s about working with people who share the same passion for improving collaboration theory and practice and especially for helping bridge boundaries. It is an inspiring community that continuously challenges each other’s ideas in a constructive way—to make ideas better, more creative, and to have greater impact. I’m very grateful to Jennifer Leigh who warmly welcomed me to the pedagogy team, provided most valuable advice for my contributions, and is so talented in expressing things in a way that you learn and feel self-confident and inspired at the same time. It is a great honor to be part of this group of dedicated people who give the CSSP domain a personal touch and show that learning, having fun, and working towards having impact are not mutually exclusive. Hence, I am very grateful for the experience of collectively contributing to a meaningful (yearly) outcome—the ARSP—which provides cutting-edge insights into practice and theory to shape the CSSP future.

● Lea Stadler,
ARSP Associate Editor & Upcoming Pedagogy Section Editor.

When reflecting on my experience with the ARSP over the past years, I come to the conclusion that ARSP stands for:

- A – Advancing the field of cross-sector social partnerships;
- R – Representing the cross-sector social partnership community;
- S – Sharing insights and knowledge in order to connect people and ideas;
- P – People who are committed to make it happen through collaboration.

Celebrating ARSP Volunteering

In the past years, the senior editorial team and particularly May Seitanidi have always created scope and support for committed researchers and practitioners to share their insights with the ARSP community. I am grateful that Salla Laasonen took me on board of the publications team and has guided me throughout the past year.

In essence, it is the collaboration between people with different (professional) backgrounds, views and experiences that makes volunteering for the ARSP a truly inspiring and energizing learning process. The interaction with the cross-sector social partnership community enriched my professional development and personal contacts. I am already looking forward to our reflections on the ARSP in 2025!

● *Stella Pfisterer, ARSP Associate Editor.*

Participating in the ARSP team has been a greatly enriching experience, not least because it has deepened my understanding of cross-sector alliances and provided an excellent sounding board that has pushed my research forward. Aside from a really enjoyable conference, the bi-annual Cross-Sector Social Interactions Symposium I attended in Boston last year was a real eye-opener, providing an outstanding overview of the latest thinking, research and practice on the topic and an appreciation for the fascinating and inspirational group of people shaping the quickly growing ARSP community. Best of all, the scholars and practitioners that contribute to the ARSP are outstanding thinkers and catalysts that share an intense desire to address real world social and environmental challenges—why I got into academia in the first place. I'm especially grateful to Arno Kourula and Salla Laasonen for a fruitful and fun collaboration, and to May Seitanidi for her remarkable foresight and leadership in getting the ARSP to where it is today.

● *Jose Carlos Marques, ARSP Associate Editor.*

As a PhD student at the beginning of my research career, I think being part of a large international community of scholars, practitioners, and experts in one specific field is and will be one of the most significant experiences of my academic life. What I am slowly but fully realizing refers to the importance of relations in the academic world. Fortunately, being part of the ARSP network is increasingly giving me the opportunity to analyze, share, communicate, and observe emerging and innovative insights on one of my central research interests, namely cross-sector social partnerships (CSSPs). The more I realize the commitment of my ARSP colleagues, the more I feel part of a developing CSSP myself, which is made of multidisciplinary research interests that are united to create an international and relational community embracing different perspectives, feelings, and experiences. Finally, actively feeling part of a committed community increases my passion for research on CSSPs and for the academic world generally. I am really grateful to May Seitanidi, my PhD visiting supervisor at Kent Business School (UK), and to Arno Kourula and Salla Laasonen who gave me the wonderful opportunity to be part of this developing network of researchers and practitioners.

● *Lamberto Zollo, ARSP Associate Editor.*

I have found my work with the ARSP extraordinarily rewarding. First, I like to work on projects that are bigger than I am. It is exciting to be part of this movement. Second, I have worked with wonderful, inspiring people in this movement, inspiring not only because of their great ideas, but because they are "doing something." And lastly, this work has been rewarding to me because it has forced me to sharpen my own thinking and to push my own limits. Thank you to everyone on the ARSP team and in this movement.

● *David Hyatt, ARSP Associate Editor.*



Anniversary issue

Celebrating ARSP Readership

We invited our readers to share how the ARSP is of benefit to them as practitioners or academics. If you wish to share your own insights please send your comments to ARSP Editor: [v.bitzer \(at\) gmail.com](mailto:v.bitzer@gmail.com)

The scene is set for the next generation of international development goals to accelerate the growth of multi-stakeholder partnerships. The range of substance and the consistent quality of the ARSP will be an essential reference for those tasked to Assemble these complex relationships, Guide their processes and help Embed change in societies' institutions—the challenge of AGEing—at a truly daunting scale. Non-profit organisations and their advisers would do well to see the ARSP as a resource when negotiating and embarking on collaboration outside of the usual suspects.

● **Alan Fowler**

pracademic adviser to non-profit development organisations and Professor Emeritus International Institute of Social Studies, Erasmus University, Rotterdam.

As a business practitioner, I have been fortunate enough to access into the Annual Review of Social Partnerships and the comprehensive digest of research and thought leadership that this provides. The ARSP is a unique and pragmatic insight into the collaboration between business and society, which helps us all to learn lessons and generate further ideas of how working together in partnership to pool diverse skills and abilities, can deliver tangible value to a multi-stakeholders and wider society.

● **Greg Chant-Hall**

Head of Sustainability, Skanska Infrastructure Development.

2015 sees the launch of the new framework governing the next 15 years of international development, the Sustainable Development Goals. In contrast to their antecedent, the Millennium Development Goals, the SDGs explicitly acknowledge the interconnectedness of the prosperity of business, the prosperity of society and the prosperity of the environment. They recognize business as legitimate actor in development and set out the essential need for cross-sector partnerships and multi-stakeholder initiatives to deliver on the goals. At a time when collaboration has never been higher up the agenda, there has never been a greater need for the ARSP and its unique role in bridging the academic research and evidence needed to underpin the scaling of collaboration with the experiences of practitioners in making it happen.

● **Darian Stibbe**

*Executive Director,
The Partnering Initiative.*

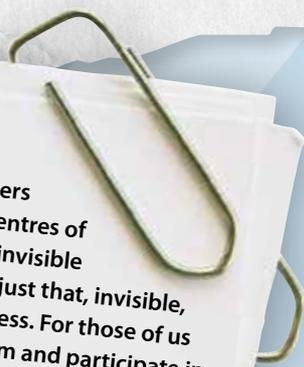


Anniversary issue

The Annual Review of Social Partnerships provides a thorough and comprehensive compendium of research, thought leadership and key development in this emerging area of scholarship and practice. The Academy of Management Organizations and Natural Environment Division has been a strong supporter of innovative research in this important arena, and I see the Annual Review as an important complement to the work of the ONE and related divisions.

• Jonathan P. Doh

*Herbert G. Rammrath Endowed Chair in International Business,
Faculty Director, Center for Global Leadership,
Professor of Management and Operations,
Villanova University School of Business,
Chair, AOM Organizations and
Natural Environment Division
2015/2016.*



Especially for researchers situated far from the centres of scholarly activity, the "invisible college" often remains just that, invisible, and thus difficult to access. For those of us who want to benefit from and participate in the scholarly community emerging around cross-sector partnerships, the Annual Review of Social Partnerships is a wonderful resource. It is not just informative. It also makes visible and accessible the community of likeminded scholars and practitioners.

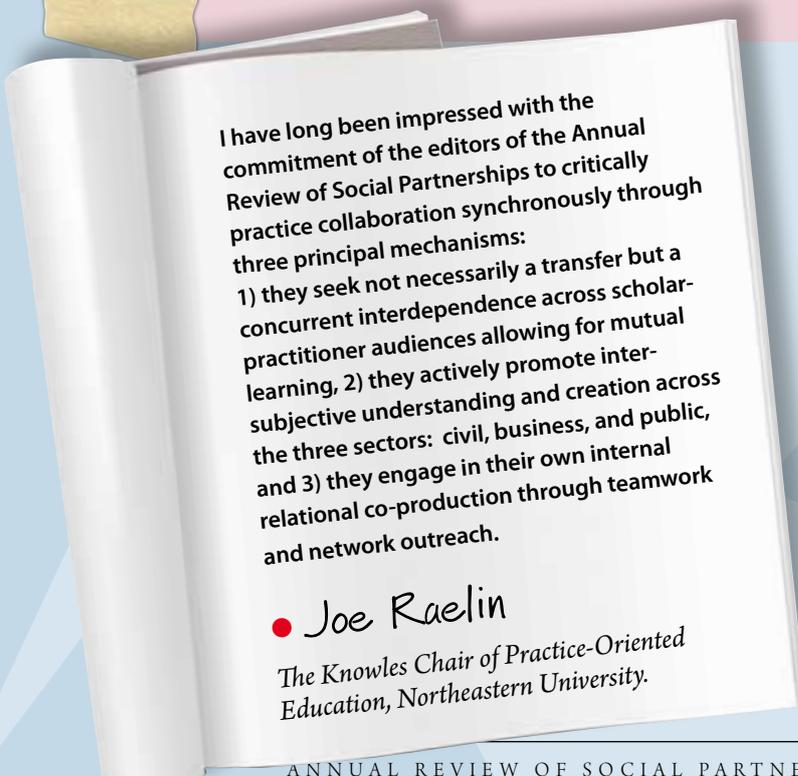
• Ralph Hamann

African Climate and Development Initiative (ACDI) Chair, Graduate School of Business, University of Cape Town.

• Daniel Arenas

*Associate Professor and
Head of the Department
of Social Sciences, ESADE
Business School, Barcelona.*

The ARSP is the place to go if you want to keep track of what is going on in the field of cross-sector social partnerships. It gives you an overview of the latest research in the area, bringing together scholars and insights from a variety of disciplines and theoretical backgrounds. I am also especially grateful for the valuable teaching resources. The ARSP transmits passion for the subject and makes you care even more deeply about the impact of cross-sector partnerships to improve the world. Bravo!"



I have long been impressed with the commitment of the editors of the Annual Review of Social Partnerships to critically practice collaboration synchronously through three principal mechanisms:

- 1) they seek not necessarily a transfer but a concurrent interdependence across scholar-practitioner audiences allowing for mutual learning,
- 2) they actively promote inter-subjective understanding and creation across the three sectors: civil, business, and public,
- and 3) they engage in their own internal relational co-production through teamwork and network outreach.

• Joe Raelin

*The Knowles Chair of Practice-Oriented
Education, Northeastern University.*



In essence, ARSP is a vital catalyst for collaboration among partnership social scholars and practitioners. It facilitates the exchange of knowledge and fosters new thinking. The field of cross-sector partnering is burgeoning and has captured the intellectual engagement of serious scholars and enlightened practitioners. The Review is an invaluable asset for this robust and exciting community.

• James E. Austin

*Eliot I. Snider and Family Professor
of Business Administration Emeritus,
Co-Founder Social Enterprise Initiative,
Harvard Business School.*



Anniversary issue

The Annual Review of Social Partnerships is a unique publication. Certainly, it is written by scholars and for scholars, but it has been created with the express intention to be pragmatic and useful—to be retrieved often from the high shelves of our academics offices and truly used as a resource by individuals working in the field. As a resource, I have found its contents to be incredibly well curated, with a precise eye toward the balanced cultivation of both vital foundations as well as pioneering work that offers us all new vistas on our own scholarship. The subject matter involved—cross-sector social partnerships—is at the forefront of a necessarily interdisciplinary field that will pave the way for responses to challenges that face us all on a global scale. The ARSP contributes in an important way to this effort.

• Laura Pincus Hartman

Vincent de Paul Professor of Business Ethics & Senior Wicklander Fellow DePaul University, Driehaus College of Business, Chicago, IL & Board Chair, The School of Choice / l'Ecole de Choix, Mirebalais, Haiti.

The Annual Review of Social Partnerships offers a unique window into research, practice and pedagogy in the field of cross-sector partnerships. As a practitioner and researcher in this area I find the ARSP valuable in three ways: it provides a review of relevant publications, which is not available elsewhere; it presents brief and stimulating papers by experts in the field; it gives access to a dynamic network of academics and practitioners committed to cross-sector social interaction. In short the ARSP provides an intelligent and distinctive digest of current thinking in a complex, international discipline.

• Stuart Reid

Board Trustee, The Partnering Initiative.

The Annual Review of Social Partnerships is a welcome and high-quality platform to bring together scholars around the world that are passionate about partnerships and collaborative solutions to wicked problems. The Review provides a means to overcome the normal state of fragmentation that surrounds such a relatively novel area of research. It is particularly good that the Review does not only focus on fundamental (theory-driven) research, but also on applied and action-research. Furthermore the attention for teaching and other means of knowledge accumulation and sharing makes the Review a fruitful resource. Anybody that wants to belong to the increasingly important community of thinkers around partnerships should not only read the Review, but contribute to it.

• Rob van Tulder

Academic Director Partnerships Resource Centre, RSM Erasmus University Rotterdam.

As the field of collaboration between business and civil society has multiplied and diversified over the past decade, it is important that scholars can quickly find research from across various disciplines, and the ARSP has emerged as a key support. I'm grateful for this review, to help me navigate a mind-boggling amount of research being done in this field today.

• Jem Bendell

Founder of the Institute for Leadership and Sustainability, University of Cumbria Business School.



Anniversary issue

As cross-sector partnerships popularize, the need for thoughtfulness on the topic grows. The Annual Review of Social Partnerships assembles research and resources that are helpful for advancing thinking and practice relevant to the many forms of collaboration. The blend of actionable and theoretically significant commentary is distinctive, and positions the publication as a must-read source for a growing community.

● **Neil Britto**
*Executive Director,
The Intersector Project.*

The ARSP is truly unique. I know of no other publication that offers the quality, depth and breadth of information on the area of cross-sector partnerships. As a practitioner, I'm constantly searching for ideas and seeking to keep on top of what best practice looks like—the ARSP always helps me do this and within every edition I find inspiration. Thanks to all those involved in publishing this thought provoking journal!

● **Judith Houston**
*Business Conduct & Ethics Manager, Corporate Risk and
Business Compliance, LEGO Company, UK.*

My hat's off to the ARSP for 10 years of valuable information and contacts for researchers working on collaborative partnerships and sustainability. Since this is a disparate community of scholars, having a central location to track on-going work and fresh new research and practice ideas is invaluable.

● **Barbara Gray**
*Professor and Smeal Executive Programs
Faculty Fellow, Emerita,
Department of Management and
Organization, Smeal College of Business,
Pennsylvania State University.*

At this moment in our history, we face social, economic and environmental challenges that are wickedly hard to solve, due to their scale, ubiquity and complexity. Individuals, institutions and sectors have all tried and—acting alone—have all made painfully slow progress in turning our societal problems around. And that is why partnerships are so crucial. They are not a guarantee of success; but without them, society is guaranteed to fail. The Annual Review of Social Partnerships—*itself a showcase in collaboration—provides one of the most credible resources on the subject. With equal doses of information and inspiration, academic rigour and pragmatic insight, this publication sets the global benchmark on partnerships.*

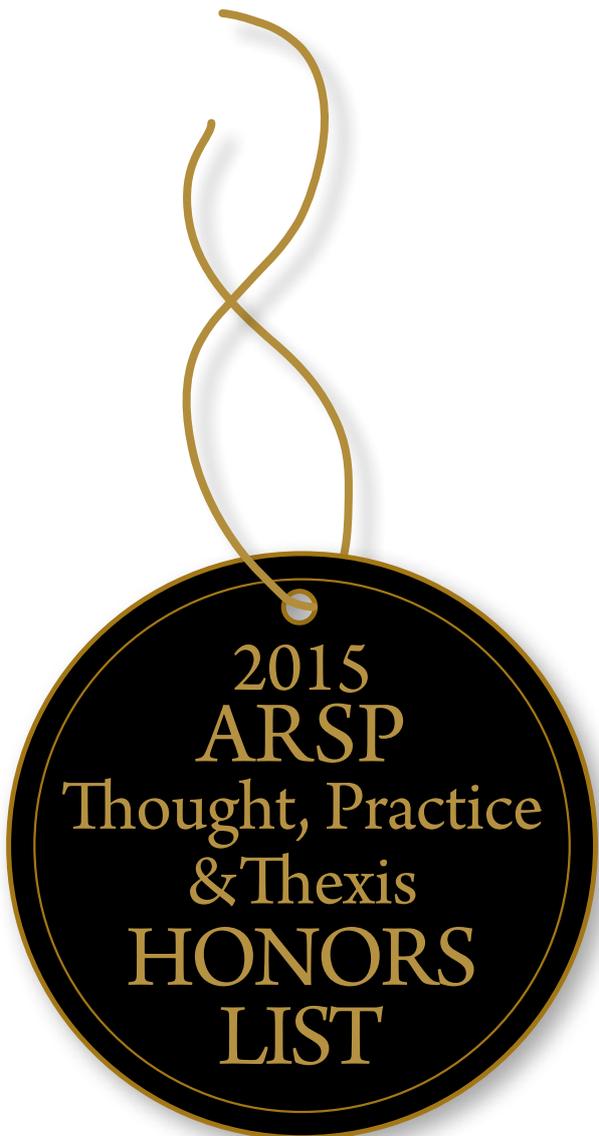
● **Wayne Visser**
*Author of "Sustainable Frontiers: Unlocking Change
Through Business, Leadership and Innovation".*

During the past two decades we have witnessed a huge increase in partnerships between the United Nations and businesses as well as other stakeholders such as civil society organizations and academia, specifically through the UN Global Compact and its sister initiatives Principles for Responsible Investment and Principles for Responsible Management Education. This reflects the critical need for collaborative and innovative solutions for addressing the world's challenges. I applaud the ARSP's objective to function as a forum of the cross-sector partnership community and to bridge the gap between practitioners and academics.

● **Georg Kell**
Executive Director, UN Global Compact.



Celebrating Cross-Sector Inspiration



Celebrating the 10th ARSP issue presents a great opportunity to honor those who have inspired the international community with their theories and practice. Establishing the ARSP International Thought, Practice & Thexis Honors

List aims to develop cross-sector awareness, encourage deeper appreciation of past initiatives, and stimulate further interactions among practice and research in CSSPs. With the support of our distribution partners we invited nominations via an online survey from all over the world, aiming to capture not only the pioneers' names, but also how they inspired cross-sector research and practice. Presenting how a thought, practice, or thexis leader influenced others around the world captures their impact and allows connecting outputs with outcomes and wider effects.

We asked: How did the person you nominate provided inspiration for your research or practice? Please give a clear example of how you used a framework/ concept from research or how a CSSP inspired your research or practice.

Academics and practitioners from 13 countries (see Figure 1, next page) submitted their responses nominating 28 inspirational academics and practitioners. The nominations were limited to two nominees per respondent and ranged from fleet 'name-dropping' to more elaborate comments and impact stories which we present below. The selection of impact stories included here was based on how best they capture the link between outputs, outcomes, and impact. Based

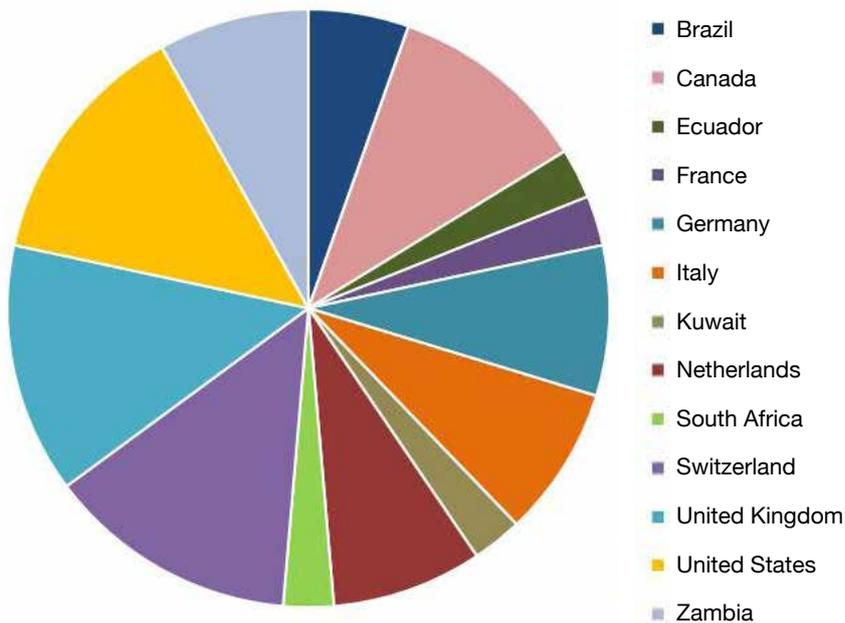


Figure 1. International coverage of the 2015 survey responses.

on the committee's interpretation of these impact stories we assigned the titles 'Thought Leader,' 'Practice Leader,' and 'Thexis Leader' to the nominees. All impact stories will be made available on the *ARSP Facebook page*.

One of the aspects that we are particularly pleased to present is how theory has inspired practice and how practice inspired theory development. For example, a survey respondent explained in his nomination of Darian Stibbe, Executive Director at The Partnering Initiative: *"Darian is steeped in partnership theory and practice. His depth of knowledge*

inspires you to go beyond what you thought possible. He knows about so many examples of cross sector partnership that it's often very helpful as you develop your practice. For example, when I was working as a partnership broker with a multi-national company, I was able to draw on his expertise to identify tools and examples that helped them resolve what was thought to be a fatal barrier to making the partnership succeed."
Anonymous

We are grateful for all the responses we received in this first attempt to celebrate

the impact of CSSP theory and practice. We hope that in the future we will bring you more impact stories that inspire theoretically informed practice and practice oriented theory.

The 28 nominees and many other people have paved the way forward and remind us that we all need to become thought and practice leaders in our local communities and contribute globally.

On behalf of the ARSP International Thought, Practice & Thexis Honors List Committee,

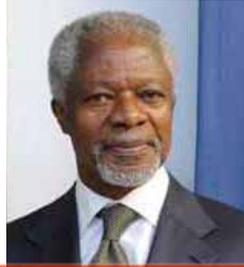
● Dr. Lea Stadler, [Lea.Stadler\(at\)unige.ch](mailto:Lea.Stadler(at)unige.ch)

Congratulations
to all 28 nominees
presented in the following pages in alphabetical order.



Anniversary issue

2015 ARSP Thought, Practice & Thesis HONORS LIST



ARSP PRACTICE LEADER

KOFI ANNAN
*former Secretary-General of the
United Nations, US.*



ARSP PRACTICE LEADER

GEORGIA ARNOLD
*Executive Director and
Founder, MTV Staying Alive
Foundation, UK.*



ARSP THOUGHT LEADER

JAMES E. AUSTIN
*Professor of Business
Administration, Emeritus,
Harvard Kennedy School, US.*



ARSP THOUGHT LEADER

JEM BENDELL
*Professor of Sustainability Leadership
and Founder of the Institute for
Leadership and Sustainability at the
University of Cumbria, UK.*



ARSP THESIS LEADER

DAVID BROWN
*Senior Research Fellow,
Hauser Institute for Nonprofit
Organizations, Harvard
Kennedy School, US.*



ARSP THESIS LEADER

GIB BULLOCH
*Founder and Executive Director,
Accenture Development
Partnerships, Switzerland.*



ARSP THOUGHT LEADER

ANDREW CRANE
*George R. Gardiner Professor of Business Ethics
and Director of the Centre of Excellence in
Responsible Business, Schulich School
of Business, York University, Canada.*



Anniversary issue

2015 ARSP Thought, Practice & Thesis HONORSLIST



ARSP PRACTICE LEADER

JEREMY M. GOLDBERG
Director, Civic Innovation at Civic Consulting USA, US.



ARSP THOUGHT LEADER

PIETER GLASBERGEN
Honorary Professor at Maastricht University and Emeritus Professor of Environmental Studies, Policy, and Management at the Utrecht University and the Dutch Open Universiteit, the Netherlands.



ARSP THOUGHT LEADER

BARBARA GRAY
Professor Emeritus of Organizational Behavior, Smeal College of Business, Pennsylvania State University, US.



ARSP PRACTICE LEADER

GIUSEPPE FUSCO
Deputy Director, Private Fundraising & Partnerships, UNICEF, Switzerland.



ARSP THESIS LEADER

JON JOHNSON
Professor, Executive Director of the Applied Sustainability Center, University of Arkansas, US.



ARSP THOUGHT LEADER

ANS KOLK
Professor, University of Amsterdam Business School, the Netherlands.



ARSP PRACTICE LEADER

AVRIM LAZAR
Independent Consultant, exco2, Canada.



Anniversary issue

2015 ARSP Thought, Practice & Thesis HONORSLIST



ARSP THESIS LEADER

JANE NELSON
*Senior Fellow and Director
of Corporate Social Responsibility
Initiative, Harvard Kennedy School, US.*



ARSP THOUGHT LEADER

SONIA OSPINA
*Professor of Public Management and Policy,
Robert F. Wagner Graduate School of Public
Service, New York University, US.*



ARSP PRACTICE LEADER

RICHARD SAMANS
*Head of the Centre for the Global Agenda,
Member of the Managing Board, World
Economic Forum, Switzerland.*



ARSP THESIS LEADER

KLAUS SCHWAB
*Founder and Executive Chairman
of the World Economic Forum,
Switzerland.*



ARSP THOUGHT LEADER

M. MAY SEITANIDI
*Senior Lecturer in Strategy,
Kent Business School,
UK.*



ARSP THOUGHT LEADER

LEA STADTLER
*Research Fellow,
University of Geneva,
Switzerland.*



ARSP THESIS LEADER

DARIAN STIBBE
*Executive Director,
The Partnering Initiative, UK.*



Anniversary issue

2015 ARSP Thought, Practice & Thesis HONORS LIST



ARSP THESIS LEADER

ROS TENNYSON
*Partnership Specialist, Author,
Trainer, Mentor, Founder / Development
Director – **Partnership Brokers
Association, UK.***



ARSP THOUGHT LEADER

**ARMINDO DOS
SANTOS DE SOUSA TEODÓSIO**
*Professor of Organizational Theory
and Business Ethics, **Pontifical University Catholic
of Minas Gerais - Belo Horizonte, Brazil.***



ARSP THESIS LEADER

PETER UTTING
*Former Deputy Director and Senior
Research Associate, **United Nations
Research Institute for Social
Development, Switzerland.***



ARSP THOUGHT LEADER

LUK VAN WASSENHOVE
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ARSP THOUGHT LEADER

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Personal Impact Stories

KOFI ANNAN

former Secretary-General of the **United Nations**, US.

"In a speech to the World Economic Forum in 1999, then UN Secretary General Kofi Annan said the following: 'The United Nations once dealt only with governments. By now we know that peace and prosperity cannot be achieved without partners involving governments, international organizations, the business community, and civil society. In today's world, we depend on each other.' He was one of the first high profile politicians to state the need for partnerships in such a clear and unambiguous way. While I only heard the sentence years later, I found both the message in itself and the audience that it was meant to address, inspiring and it became one of the key quotes in my early years of study and research."

- Verena Bitzer
KIT (Royal Tropical Institute), the Netherlands.

JAMES E. AUSTIN

Professor of Business Administration, Emeritus,
Harvard Kennedy School, US.

"Prof. James Austin provided invaluable insights through his research of vanguard purpose-led organizations. He was the first academic to offer a conceptual framework for the emergence of the NPO-BUS partnership phenomenon. More importantly, he positioned previous forms of associational activity between the profit and the non-profit sectors in a continuum moving from the philanthropic stage, to transactional and finally to the integrative. This was an important conceptual contribution allowing for a systematic examination of previously disparate associational forms usually examined within different literatures. Based on Austin's collaboration continuum I was able to demonstrate in my own research the importance of the partnership phenomenon and its historical origins and later

compare in a paper the different types of associational practices. This is just an example of the inspiration that Prof. Austin's frameworks provided and will continue to provide for many colleagues around the world as a Thought Leader in Social Partnership Research."

- May Seitaniadi, University of Kent, UK.

JEM BENDELL

Professor of Sustainability Leadership
and Founder of the Institute for Leadership and
Sustainability at the **University of Cumbria**, UK.

*"Jem Bendell has inspired me on various levels: First, he alerted me to the importance of appropriate accountability mechanisms for partners involved in private regulation. Second, he alerted me to the importance of purpose in CSSPs. That is, partnership does not necessarily mean transformative or socially progressive if large organizations use it to protect their own interests. This was reflected in the report we wrote together '**Uplifting the Earth**', which highlighted how small players in the jewellery industry were transforming the industry while renown luxury brands preferred a form of social proofing through and a large bureaucratic initiative called the '**Responsible Jewellery Council**'."*

- Ian Doyle, Lifeworth Consulting, France.

PIETER GLASBERGEN

Honorary Professor at **Maastricht University** and
Emeritus Professor of Environmental Studies, Policy, and
Management at the **Utrecht University** and the Dutch
Open Universiteit, the Netherlands.

"Pieter Glasbergen's work on cross-sector partnerships (CSPs) is extensive and was a key influence on the way I understand CSPs as multi-dimensional constructs that not only operate across sectors but also with different gov-



Personal impact Stories

ernance structures and over time how they may evolve. His work is directed generally from an environmental perspective and I find that this differs from the literature on social partnerships and offers some fresh perspectives. His work also includes detailed insights into sustainable supply chains for key commodities such as cotton, coffee, and cocoa and therefore I believe has potentially a high impact and is very relevant in addressing key global challenges. His approach is inclusive of business and attains a balance between social, environmental and business priorities that is not common. Other work that extends the multidimensional character of partnerships explores global action networks and I believe this multi-stakeholder view is very relevant today for business and society."

- Jill Bogie
University of Stellenbosch Business School, South Africa.

JANE NELSON

Senior Fellow and Director of Corporate Social Responsibility Initiative, **Harvard Kennedy School**, US.

"Jane Nelson is one of the pioneers in the CSSP area and, among others, has written about different ways to scale up a partnership's impact in the publication called **'Partnership Alchemy'** (together with Simon Zadek). This is a key issue and I like to use this framework in my research and teaching when thinking about a CSSP's transformational capacity."

- Lea Stadler
University of Geneva, Switzerland.

KLAUS SCHWAB

Founder and Executive Chairman of the **World Economic Forum**, Switzerland.

"Klaus Schwab supported and created many public-private partnerships (PPP) and a unique Forum for public-private cooperation, the World Economic Forum. With his insight, mission, and organization he brings all stakeholders to the table and makes them cooperate.

He provided me with concrete examples for PPP to improve the state of the world and published a unique basic paper regarding the need for collaborative solutions: **'Corporate Global Citizenship'** in Foreign Affairs."

- Gilbert Probst University of Geneva, Switzerland.

DARIAN STIBBE

Executive Director, **The Partnering Initiative**, UK.

"I first encountered Darian Stibbe as I was beginning to create a partnering capability within a US government department in Europe. He provided a clear way forward, a huge amount of encouragement, and ultimately, a path for me to reenter the cross-sector partnering realm properly. He is a bit like the partnering Oracle, offering a wealth of practical delivery experience and an amazing ability to generate knowledge capital that quickly becomes international best practice. Darian is an extraordinary advocate, mentor, and deep content expert in cross sector partnering. My career and my understanding of what is possible in this space owe him an enormous debt, which I intend to repay through service to this important work."

- Laura Johnson-Graham,
Chief, Public Private Partnerships, Department of Defense (HQ, US European Command).

LUK VAN WASSENHOVE

Professor of Technology and Operations Management, The Henry Ford Chaired Professor of Manufacturing, **INSEAD**, and Director, INSEAD Humanitarian Research Group, France.

"Luk van Wassenhove inspired me with his research in the investigation of what are the cross-learning opportunities for both businesses and humanitarian organizations that cooperate in disaster relief through partnership agreements in my book on **humanitarian logistics** (Springer 2012)."

- Alessandra Cozzolino
Sapienza University of Rome, Italy.



Personal impact Stories

SANDRA WADDOCK

*Galligan Chair of Strategy, Carroll School Scholar of Corporate Responsibility, and Professor of Management in the Carroll School of Management at **Boston College**, US.*

"Prof. Sandra Waddock's 1988 definition of social partnerships captured in a unique way the social dimension of partnerships, the most profound element of this associational form that inspired all three sectors to work together for the benefit of all. Using Waddock's definition my research examined the extent to which the positive outcomes delivered by a partnership relationship are societal benefits i.e. they extend beyond the social outcomes produced directly by nonprofit organizations to the social domain benefiting society and being produced synergistically by all partners. Prof. Waddock's definition has inspired the main contribution of my research which was to demonstrate within partnership case studies if $1+1=3$ and provide through the perceptions of the participating organizations how each conceptualizes their societal synergistic contribution on the micro, meso, and macro levels of analysis."

- *M. May Seitani*
University of Kent, UK.

STEVE WADDELL

*Principal of NetworkingAction, Founder of the **GOLDEN Ecosystems Labs**, founding Executive Director of Global Action Network Net (GAN-Net) and **Leadership for Change**, Boston College, US.*

"Even more than being on the cutting-edge, to me Steve Waddell represents a forward-thinking source of inspiration in the way he is able to recognize and reflect on what needs to be urgently done to advance the debate and practice of collaboration through partnerships. When most of the researchers were focusing on CSR and corporate sustainability strategies (in late 1990s), he was among the pioneers in thinking on the pros and cons of cross-sector partnerships. Today as most of us

are busy to analyze the details of cross-sector partnerships, he is looking at a much bigger picture, trying to understand how to frame and achieve 'large systems change' (LSC, as he defines it) by building coherence and synergies across partnerships—rather than within partnerships. Even more importantly, today as we are all busy trying to get tenure or at least preserving our jobs by responding to our organizational incentives (e.g. publishing in so-called 'A journals', pleasing our bosses, etc.) he provides to me an outstanding example on how research and action on LSC can be realistically achieved through global networks of intellectuals and practitioners, through the support of IT, and through a strenuous determination to coordinate, understand each other and realize change that really matters."

- *Domenico Dentoni*
Wageningen University, the Netherlands.

FRANCES WESTLEY

*JW McConnell Chair in Social Innovation at the **University of Waterloo** and Leader of the Waterloo Institute for Social Innovation and Resilience, Canada.*

*"While being a qualitative researcher, one of the first most memorable pieces that I read on partnerships was the **article** on strategic bridging by Frances Westley and Harrie Vredenburg (1991). I loved the way this article was written, the way the theory was presented and often went back to it when I needed inspiration for my own work. I also had an opportunity to work with Dr. Westley while researching social innovation in Canada. I think that her contribution is not only providing a strong ground to social innovation research, but also establishing important connections between academia, social innovation practitioners, corporations, and public sector organizations."*

- *Anonymous.*



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CELEBRATE

THOUGHT GALLERY

SECTION



Constructing Collaborative Partnerships:
Scope, Scale, Serendipity and Sabotage 89





Barbara Gray

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Smeal College of Business, Pennsylvania State University.*

Constructing Collaborative Partnerships: Scope, Scale, Serendipity and Sabotage



In this commentary I explore four challenges to constructing successful multi-sector collaborative partnerships. These challenges include identifying the scope of the partnership, determining its scale, considering the role that serendipity (vs. intention or agency) plays in partnership evolution and addressing the possibility of sabotage of partnership aims either by an internal partner or players outside the partnership. For those in the trenches who are designing and implementing collaborative partnerships, considering how these four challenges are impacting or may impact the partnership as it evolves may mean the difference between success and failure. These challenges also provide a diagnostic tool for those in failed partnerships to dissect what might have gone wrong in order to avoid such pitfalls in future partnerships. Before exploring each of these challenges and

their potential effects on partnership success, I would like to identify the types of collaborative partnerships I am addressing in this article and to define cross-sector collaboration. Building on Wood and Gray's definition, cross-sector collaboration occurs when "a group of autonomous stakeholders from two or more sectors of society engage in an interactive process using shared rules, norms, and structures to act or decide on issues related to a problem domain of interest."¹ Figure 1 diagrams various partnership configurations that can occur among business, NGOs, governments and communities both bi-laterally and multi-laterally

here that partnership designers often confront and that have the potential to derail partnerships despite well-intended efforts by the partners. I refer to these as the "four S's" of constructing collaborative partnerships: scale, scope, serendipity and sabotage.

Scale

First, the scale of the partnership is an important consideration. Scale refers to the geographic boundaries of the issue the partnership is addressing as well as the levels of governance involved. For example, a partnership

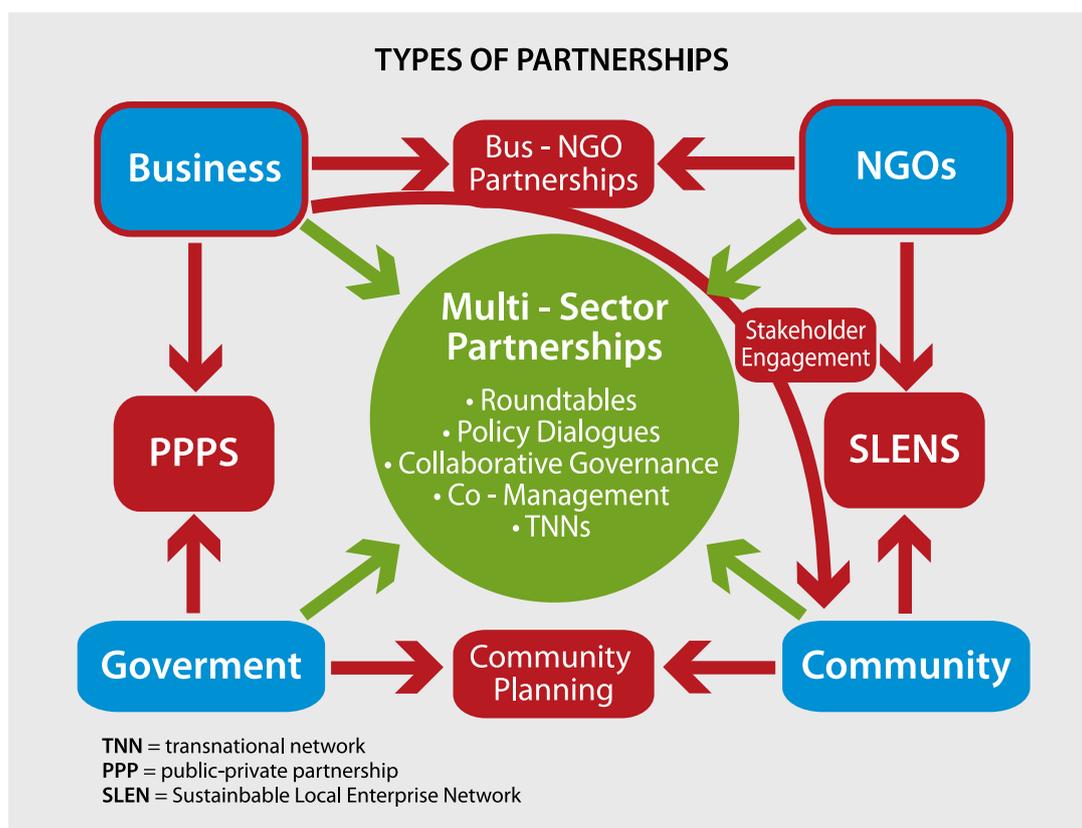


Figure 1. Types of Multiparty Partnerships

with three- and four-sector partnerships reflected in the center. Such partnerships can occur under the auspices of government or other institutions (e.g., foundations or educational institutions) or as voluntary, stand-alone configurations of stakeholders who have teamed up to tackle a societal and/or environmental problem. When partners embark on activities as partners, they may or may not fully appreciate the challenges they will face in addressing the problem(s) around which they launch their partnership. I define four challenges

may deal with issues pertaining to a specific lake or to an entire ecosystem in which the lake is embedded. Similarly, the governance levels may be local, regional, state, provincial, federal or transnational (TN). See Figure 2. As the scale of a partnership increases, the number of potential partners also increases. In the negotiations over the Canadian Boreal Forest Initiative (to introduce sustainable logging and protect the endangered caribou population, the scale of the negotiations spanned seven provinces and lands belonging to 150 First

Nations and included twenty-one forest companies and nine ENGOs. This made convening such a large number of stakeholders very challenging which led the convener to narrow the first round of negotiations to only ENGOs and forest products companies leaving critical stakeholders needed for implementation of agreements out of the deliberations. Similarly, in attempted negotiations over the management of Voyageurs National Park (which largely comprises lakes on the border of the US and Canada), the scale of the negotiations was restricted to US waters even though some of the issues were transnational in nature. Those issues were excluded from consideration in this attempt at collaboration.

ditional authorities and historical relations, and sheer logistics of coordinating across multiple levels.³ Also, because stakeholder actions at one level can trigger repercussions at higher and lower levels,⁴ issues can amplify quickly and linearly though diffusion or non-linearly which is harder to predict and control. In non-linear amplification, issues leap from one scale to the next as ideas about carbon trading apparently did in the climate change arena.⁵

Scope

The second factor that can influence the success of collaborative partnerships is the scope of the issues

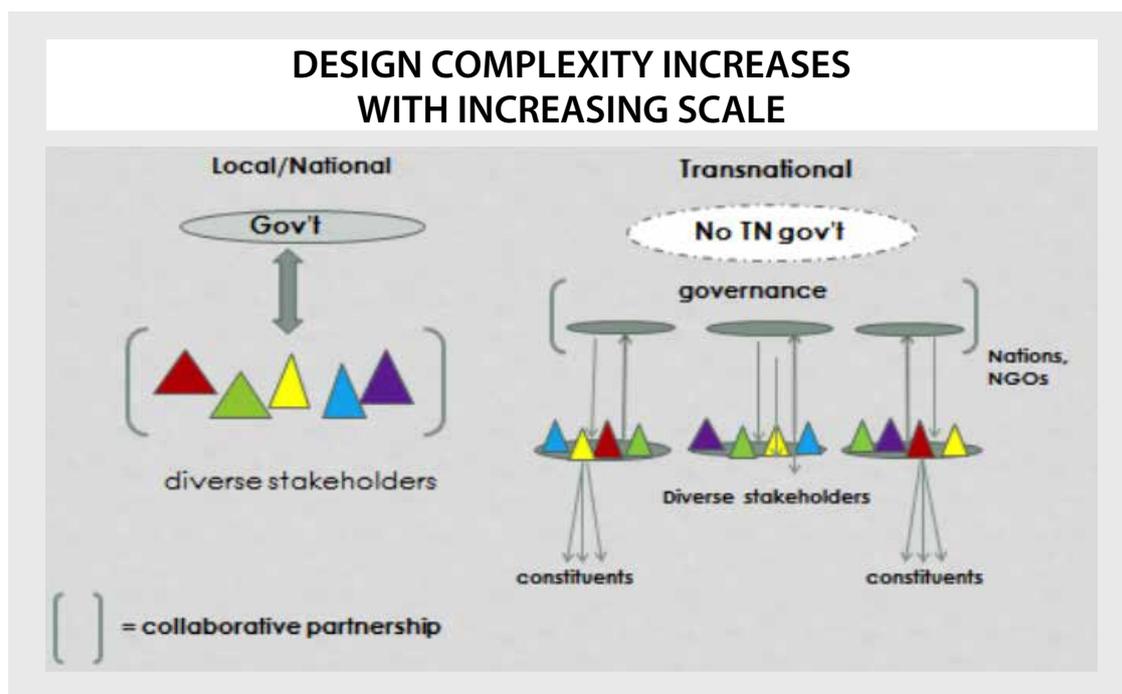


Figure 2. Partnership Design and Scale

Researchers are beginning to be concerned about scale in partnerships because many issues that are initially addressed successfully at a local or even regional level face new challenges when attempts are made to replicate them at societal or global levels.² These challenges include managing a wider array of stakeholders (including disagreements among similar types of stakeholders about representation at the negotiating table), travel costs for face to face sessions (often needed for building trust), greater potential for misunderstandings and leaks of confidential information (which erode trust), power differences related to size and prestige of juris-

involved. Scope encompasses the number, nature, breadth and complexity of the issues and parties the partnership addresses. For example, climate change as an issue has a very broad scope because of the number and nature of the issues involved. There are many interconnected issues, changing conditions that are difficult to predict, and parties with different epistemic stances on what is important (e.g., the right of developing countries to deforest in order to produce heat vs. developing countries to consume large volumes of fossil fuels), philosophical differences about who is responsible for correcting the potentially catastrophic

consequences, and how decisions can be made and enforced in the absence of a global regime authorized to do so.

An issue's scope also depends on the uncertainty of scientific knowledge about it. For example, stopping a deadly disease such as ebola depends on if and when a scientific cure can be found and sufficient vaccine is created. Scope increases with the number of linked issues involved as well as the number of parties. And scope is tied to the intractability of the issues⁶ in that an issue is more difficult to address if the parties are framing the issues in mutually exclusive ways.⁷ Intractable conflicts are often characterized by extreme polarization and even violence with respect to the issue in question so bringing these potential partners to the table requires skillful convening and may not happen until they experience a hurting stalemate.⁸ The complexity of an issue also depends on its temporal embeddedness⁹ (e.g., whether a deadline is looming beyond which any action would be moot).

Because many aspects of scope are inherent in the issues themselves, partners have less control over progress in addressing issues of broad scope. If the more tractable parts of the issue can be isolated and dealt with, this may be the best strategy for making headway on the issue. Otherwise, success may require a prolonged commitment to working together among the partners as well as skillful conveners and facilitators who can help potential partners see beyond their differences and help partners weather the vicissitudes of tackling complex issues while searching for creative ways to address them.

Serendipity

The best intentions of collaborative partners can be derailed by events occurring outside the field of interest. These events can disrupt the process of partnership negotiations through shifts in partners' representation at a collaborative table, by withdrawal of resources, or by natural disasters or decisions taken by actors in other fields that spillover to change the nature of the issue itself or introduce doubts about the likelihood of success. For example, the Andersonville Sewing Council was an employment training program by a partnership of garment companies, a vocational school and an industrial development corporation. The Council

was funded by an Advanced Technology Center (ATC) supported by the state's Department of Commerce. However, after one year, the ATC withdrew its funding despite the success of the program in training eleven trainers and qualifying nineteen certified sewers. Efforts to secure federal job training funds were also unsuccessful despite meeting the federal requirement of completing a successful pilot project.

Another example of serendipity occurred in the Youth Employment Initiative of the New York City Partnership, a collaboration among educational institutions, labor and business to increase the availability of candidates for back office jobs in that city. Over a two year period, representatives of the eight partners hammered out a consensus plan, but then, within a six-month period, each of the representatives moved to a new job leaving the partnership in shambles with no one to implement the agreement. This case illustrates the wisdom of building redundancy into a partnership so that key institutional memory is not lost if representatives come and go over the life of the partnership. By its very nature, however, serendipity often catches partners by surprise. It is difficult to anticipate and prepare for unless a partnership has the necessary redundancy and slack resources to weather the crisis. Changes in political regimes also create serendipity for partnerships, particularly if new legislation is passed (or old laws are revoked) or court decisions are levied that change the rules of engagement that govern partners' relationships. Decisions taken at one scale may also be reversed or modified as they move up in scale (e.g., to higher levels of government). A case in point was the collaborative agreement that was struck among timber industry firms and environmentalists in Quincy, California, in 1998. The collaboration, which promoted the use of more sustainable logging practices, followed years of rancorous and violent conflict among the partners. However, when the US Forest Service reviewed the collaborative agreement, they rejected it, and it required Congressional intervention to reseal the deal.¹⁰ A final example of serendipity occurred in the FORON case, an early partnerships between Greenpeace and German manufacturer of refrigerators, FORON. While this partnership was successful in producing a marketable FREON-free refrigerator, as the new technology was disseminated, FORON's competitive advantage eventually ended, forcing the firm to go out of business.¹¹

Sabotage

No matter what the issue, collaborative partnerships always occur within a political context. This means that decisions by a wider set of actors can influence whether the partners come together initially and whether any agreements they reach will be fully and broadly implemented. As we saw in the Quincy Library case above, the initial agreement was heavily contested in the US federal policy making arena before it eventually became law. Thus, it ultimately required Congressional action to enable the agreement to move forward. In other cases, however, it is the threat of legislative or judicial action that motivates partners to come to join forces in the first place hoping they can produce an agreement that would avert unilateral policy decisions. In still other cases, extant institutional frameworks may be interpreted as lacking sufficient flexibility to accept novel partnership solutions. Australia, like many nations, was facing conflicts over sustainable logging. In the Southeast Queensland Forest region, loggers and environmentalists crafted a novel solution that included provisions to suspend logging of old growth forests—a plan that logging companies, environmentalists and the regional government all supported because the firms wanted to plant and harvest newer wood rather than stands of old growth wood. Unfortunately, the federal government refused to accept the solution as a Regional Forest Agreement under the 1992 Australian National Forest Policy Statement, despite the fact that it offered a sustainable solution. Instead, the policy was interpreted restrictively as requiring agreements that included some logging of old growth forests simply because all previous agreements had included that provision. Thus, a novel, creative partnership agreement was rejected at the federal level when it could have served as model for other regions as well because the policy structure was too restrictive.¹²

Institutional theorists tell us that change within institutional fields will generate supporters and resisters, winners and losers. Collaborative partnerships have the potential to change the rules of engagement for the partners but also for the field in which they are embedded. When that happens, some groups will view themselves as benefitting from the new rules while others may feel disadvantaged or even victimized by them¹³ In the case of the Great Bear Rainforest, First Nations eventually gained enhanced

managerial control over their lands since they are now co-managers with Canadian provincial governments and authorized to participate equally in decisions about logging practices.¹⁴

In other cases, however, some partners may withdraw or scuttle implementation of the joint agreements after they are reached. For example, two ENGOs (Greenpeace and Canopy) withdrew from the Canadian Boreal Forest Agreement after it was signed, citing lack of progress in implementing the agreement as the reason. While partners may indeed have valid reasons for leaving a partnership, their actions may also be intentional from the start—that is, they may really want to prevent a partnership or sabotage an agreement if they see it is not going their way. They may initially join out of curiosity or to show solidarity—only to leave once they realize they can't shape the partnership negotiations to satisfy their interests. Such withdrawals can also be seen as an exercise of power, putting other partners on notice that the departing party does not support the direction the partnership is going and elects not to partner on the issue.

In the case of the Roundtable on Responsible Soy (RTRS) which in 2004 reached agreement on standards for certifying responsible soya production, two major agribusinesses, Aprosoja (that represents 6,000 soya producers in Matto Grosso) and ABIOVEii (that represents the Brazilian vegetable oil sector) dropped out of the Roundtable in 2009 and 2010 respectively. According to the NGO GMFreeze, “the credibility of the RTRS was significantly damaged” when these two initial partners dropped out, their departure sabotaged any hope of certifying large volumes of soya. Without these two businesses, the RTRS's reach was severely restricted. Additionally, according to GMFreeze, the agreed upon certification standards have been watered down such that no sustainable soya production has as yet been attributed to the RTRS and no restrictions on genetically modified soya were included in the agreement, leaving the success of the partnership from a sustainability perspective in question.¹⁵ In 2011, several social movement and environmental organizations protested the RTRS because it failed to address critical environmental and human rights issues related to soya production.

Preventing and counteracting such attempts to sabotage partnerships requires a strong convener who has

credibility with all potential partners. A sufficient balance of power among partners will keep them in the partnership negotiations because the costs of leaving are too high. On the other hand, when power differences among the partners are out of balance, both sabotage and cooptation of some partners' interests are possible.



Partnership Architects

Conclusion

While the need for collaborative partnerships among diverse stakeholders is keener than ever,¹⁶ increasing attention to how they are designed and managed is often needed to tackle the complexities associated with increasing scale and scope because these can decrease the change of partnership success. Additionally, partnership architects need to anticipate serendipitous problems that can arise and also try to ensure a level playing field among the partners to avert chances for more powerful partners to sabotage meaningful agreements. In short, partnership designs need to match the "requisite variety" of the issues they are designed to address¹⁷ which can be a tall order for those designing and managing them and can result in unbalanced outcomes or failure if such foresight is lacking. | ARSP |

These are important challenges that are important to discuss by posting your responses to the *ARSP's Facebook page*.

For reactions to this article, please contact Barbara Gray at b9g (at) psu.edu

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SUSTAINABILITY PARTNERSHIPS

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by Dr. Amelia Clarke

Associate Professor, School of Environment,
Enterprise and Development (SEED),
University of Waterloo, Canada.

Addressing Sustainability Challenges Through Partnerships

Without much doubt sustainable development is one of the greatest challenges of our time, addressing complex problems from climate change to green economic growth. It is being studied by a wide range of disciplines and applied by a variety of cross-sector partnerships. But what can we learn from all this work that is being done? To bring you closer to the current state of knowledge on partnerships, this section profiles one leading research project on CSSPs and gives you a brief and concise overview of the practice of two international CSSPs.

We start with a research project co-led by two engineering professors, Raymond Levitt from Stanford University and Mike Garvin from Virginia Tech. Their project is studying PPPs as governance mechanisms for sustainable infrastructure development—an approach increasingly used by governments all over the world to leverage capital to enable needed infrastructure. However, the long-term duration of many of these PPPs (30+ years) poses vast governance challenges. This research project has therefore identified three clusters of theory that can help to establish robust governance frameworks for practical application in long-term relational contracting.

Following this profile, this section presents two partnership examples from practice—one is a PPP within the broader theme of addressing climate change and the other one a research-business partnership falling under the green economic growth theme. The **Better Buildings Alliance** is led by a US Department of Energy and

involves more than two hundred business organisations from five different sectors. The focus is on developing and deploying innovative, energy-saving solutions to existing commercial buildings. **Promoting Environmentally Sustainable SMEs (PrESS)** is a partnership between research institutes and business organizations aiming to train small and medium-sized enterprises (SMEs) in Europe to better handle supplier eco-demands and global ecological challenges. Now that some of the largest retail companies in the world are focusing on greening their supply chains, SMEs that are part of those chains need to build eco-considerations into their own operations.

The increasingly important role of CSSPs in addressing sustainability challenges is receiving a growing amount of attention. One of the global centres dedicated to partnership research and practice is the Partnerships Resource Centre (PrC) of Erasmus University Rotterdam, the Netherlands. We are pleased to have the PrC as our section sponsor for this edition, as it shares the ARSP's vision of creating a network of professionals, academics and practitioners around the world that share information on CSSPs.

Keeping track of the diversity of work on CSSPs is imperative to make sure that we can learn from each other's insights and experiences. To continue this undertaking, I would like to invite you to contact me if you have suggestions for future issues. Do you have a cutting edge research project on partnerships that you think should be profiled? Are you part of a partnership that you think would help further sustainable development in other parts of the world, if only it were shared? If so, send me an email ([Amelia.Clarke \(at\) waterloo.ca](mailto:Amelia.Clarke@waterloo.ca)). | [ARSP](#) |



ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



Sparking PPP Dialogue for Sustainable Development

Advancing solutions for sustainable development stumbles on the wicked nature of its components presenting a multi-dimensional challenge for individuals, organizations and societies. The lack of a definitive single formulation, measurement and assessment of challenges, due to the cause and effect interconnection and spill-overs across systems, are some of the issues associated with wicked problems. As every wicked problem is unique, learning to co-design local multi-stakeholders solutions has been identified as the key success ingredient for sustainable development. Developing a common language between theory and practice is central for this purpose and one of the explicit aims of the ARSP shared by the Partnerships Resource Centre.

The ARSP Sustainability Section contributes to the publication's dialogue bringing together voices from practice and theory inspiring research and action. *The Partnerships Resource Centre* (PrC) is delighted to sponsor the ARSP Sustainability Section joining to the celebrations by adding its own anniversary of first lustrum since its establishment. The five year report chronicles the aim to improve evidence-based practice of cross-sector social partnerships as a central solution to *sustainable and inclusive development* through *improved replication*, and *comprehensive partnership agreements*.

The PrC attends to these aims is by encouraging action research as a key method in identifying solutions for wicked problems and maximizing CSSP's impact. Furthermore, the PrC brings together stakeholders through its training activities. Two of the most recent initiatives are the *Public Private Partnership Laboratory* (PPPLab) and the *Wicked Problems Plaza* (WPP). The PPPLab, supported by the Dutch Ministry of Foreign Affairs, is a four-year action research and joint learning and support initiative which began in 2014. Together with the Centre for Development Innovation, Aqua4All and SNV the PPPLab co-produces knowledge on improving implementation, policy and methodology about PPPs that are relevant to the community of stakeholders around existing PPP's on food and water. The WPP, an intellectual concept developed at PrC, functions as a 'pressure cooker' where stakeholders from all sectors come together to stimulate effective collaboration—working on a specific wicked problem at a time. The WPP enables vision-based dialogue techniques in a 'safe space' discussing dilemmas and jointly disentangling obstacles hence, moving participants from abstract problems to concrete solutions, while developing practical insights and tools.

The PrC welcomes engagement in its current and future research projects by the CSSI community around the world by encouraging direct communication with its Managing Director to discuss opportunities for interaction: **Marieke de Wal**, [mwal\(at\)prc.nl](mailto:mwal(at)prc.nl)



PrC Team: From left to right and top to bottom: Rob van Tulder (Academic Director), Marieke de Wal (Managing Director), Rianne van Asperen (Researcher/Project Officer), Lucas Cornelisse (Researcher/Project Officer), Cees van Dam (Endowed Chair International Business and Human Rights), Jeroen Frietman (Senior Coordinator), Fieke Maas Geesteranus (Researcher/Project Officer), Sacha Goudswaard (Office Manager), Salla Laasonen (Assistant Professor), Anne van Lakerveld (PhD Candidate), Addisu Lashitew (Post-doctoral Researcher), Laura Lucht (Junior Project Officer), Stella Pfisterer (Research Associate), Kristine van Tubergen (PhD Candidate), Sietze Vellema (Assistant Professor), Greetje Schouten (Post-doctoral Researcher).



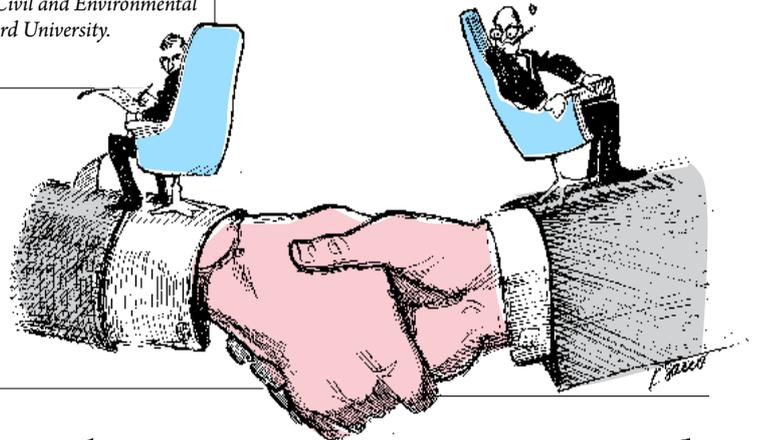
by Raymond Levitt

*Kumagai Professor of Engineering
& Director of Global Projects Center,
Stanford University.*



& by Andrew South

*PhD Candidate in Civil and Environmental
Engineering, Stanford University.*



Toward an Integrated Lifecycle Governance Framework for Delivering Sustainable Infrastructure Systems: Analyzing Public-Private Partnerships

In this section, we feature an on-going, large, 3-year, international and externally funded academic research project on Public-Private Partnerships.

The quality of civil infrastructure (including roads, railroads, ports, airports, power, telecommunications, water supply and solid waste treatment) is widely accepted to be a determinant of public health and the vitality of economies. Additionally it has significant impacts on broader environmental sustainability. However, governments of emerging market countries face enormous financial, fiscal and

capacity challenges in delivering sorely needed new infrastructure for their growing and rapidly urbanizing populations in a sustainable way. At the same time, financially and fiscally strapped governments of mature market economies are struggling to upgrade and retrofit their aging and obsolete infrastructure. Economies at both ends of the development spectrum need more robust governance frameworks to enable new forms of finance for accelerating and enhancing the development of critical infrastructure. This research analyzes Public-Private Partnerships (PPPs), an infrastructure development approach employed by many countries in the last two decades.



1) Research team



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TEAM MEMBER:
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PhD Candidate in Civil and Environmental Engineering, Stanford University.

2) Funding Sources and Duration

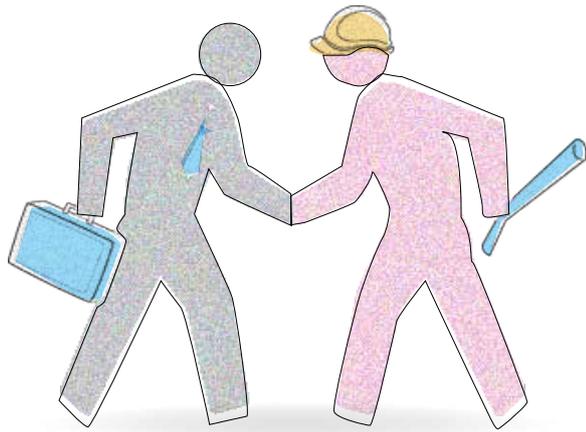
This research is co-sponsored by the U.S. National Science Foundation's (NSF) program areas of the Science of Organizations, Civil Infrastructure Systems, and Infrastructure Management & Extreme Events. The funding received is about \$316,000.

Stanford's Global Projects Center, and the Stanford Interdisciplinary Graduate Fellowship (SIGF) program provide additional funding and support for this research.

The project's official launch was in fall of 2013, and it will formally continue through 2016. However, other collaborative work has also begun, extending this project through international collaborations and comparative studies.

3) Research Foci

Our collaborative research proposal aims to integrate and extend a currently fragmented body of theory to describe, predict—and, ultimately, design new approaches for addressing—the extreme governance challenges of one-off, long-lived, uncertain, highly asset-specific, multiphase civil infrastructure projects. Specifically, PPPs have begun to tap vast pools of institutional and private finance for delivering infrastructure, but with varying international success. Extant governance theories in economics, law, sociology, political science, psychology, general management and project management fall far short of providing the insights needed to structure the enabling legislation, contracts, leadership, management practices and work processes well enough to make critically important PPPs sustain and thrive. Prior efforts to bridge across disciplines to develop more holistic theories of governance that could inform these cross-sector, long-lived projects and their supply chain networks, barely begin to address the full scope and scale of their governance challenges. The clear 'next step' in advancing a more comprehensive theory of governance for such arrangements includes an integration and extension of multidisciplinary concepts present in modern PPP projects. We explore this challenge of lifecycle governance with a stakeholder approach.



4) Research Design

Understanding the interactions of the various mechanisms and their impact on the emergence of the project can only be understood while studying projects over time. Since PPP projects have an average time horizon of 30 years, a true longitudinal study is not possible. We have thus chosen a quasi-longitudinal research approach. We study multiple PPP cases at different project phases and each stage is studied in depth over the time frame of one year. To triangulate our case study data, events are analyzed based on secondary data (formal reports, contracts, notes, media coverage, etc.) and retrospective interviews. We also invite practitioners to review and discuss our results in annual roundtables to reflect on and help interpret the interim findings.

5) Early Findings

Theory Integration (“bricolage”): We have identified three clusters of theory that we hypothesize can be integrated and unified to create a more comprehensive and powerful framework for understanding and informing the governance of different phases of the PPP infrastructure lifecycle.

1. Contractual, Organizational, and Social Governance
2. Finance, Economics, and Public Administration
3. Stakeholders, Networks, and Institutions

Each of these three clusters brings together work by researchers from different, and hitherto largely disconnected, fields of study into a framework that can serve to explain, predict and eventually guide the governance

of PPP infrastructure projects. A lifecycle view of governance will require developing overarching linkages between these three theory clusters. Integration of the theory clusters will be accomplished in later phases of the research and reported on in future papers.

Network Dynamics: In-depth case studies of PPPs using social network analysis (SNA) have demonstrated changing organizational arrangements within PPP stakeholder networks. Using stakeholder theory as a conceptual framework for identifying and analyzing actors and perspectives, we learned that PPP governance is a challenge in dynamic network governance, with implications in public administration, business management, and project management.

6) Challenges and Opportunities

Our quasi-longitudinal approach emphasizes case-based research using small-N studies. While such an approach is appropriate for capturing richness and developing hypotheses, the testing of such requires larger datasets. A parallel international initiative of over 20 universities led by the Wharton School and Stanford’s Global Project Center, known as the Global Infrastructure Project Research Network (GIPRN), is currently building a database of hundreds of projects on a global scale for future statistical analysis of the integrated lifecycle governance aspects we highlight.

7) Outcomes and Impacts

Combining and balancing public and private interests, short and long-term benefits, legitimacy and efficiency, multiple shifting stakeholders, occupations, and interest groups in and around PPP projects pose complex managerial and governance challenges for those seeking to organize them. We seek to better combine and integrate frameworks across disciplines by employing comprehensive institutional scaffolding that encompasses political-legal, economic and sociological, and cultural-cognitive elements that, together, can provide “thick” and flexible mechanisms of project governance. Each of the elements is linked to differing mechanisms of influence and control, which tap into differing bases of legitimacy, and address varying issues. In combination, they can give rise to robust governance systems, effective under various and changing conditions. | ARSP |



by Andrew Peterman

*Sustainability Consultant, Arup,
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Building Energy Efficiency Through Cross-Sector Alliance Networks

In this section, we feature a developing cross-sector alliance network related to energy efficiency of buildings in the U.S.

Motivation

A US Department of Energy (DOE) program called the *Better Buildings Alliance* has proven successful at promoting energy efficiency and sustainable technologies in the commercial buildings sector.

Structure

In 2008, the DOE allocated nearly \$3 billion of funding to five research and development centers charged with energy efficiency research. The labs, in cooperation with the DOE, brought together many of the top corporations, trade associations, NGOs, building owners and operators in retail, commercial real estate, and hospital sectors, and later universities. Alliance members include representatives from such organizations as Ford Motor Company, Hilton Worldwide, IBM, McDonalds, Stanford University, Walmart Stores, The Walt Disney Company, and the US Department of Veterans Affairs.



One major benefit has been reduced risk for individual organizations: companies that hesitate to invest in new technologies on their own feel more comfortable when others in the industry are making the same investments.

Successes

Alliance networks have demonstrated their ability to effectively break down the multiple barriers standing in the way of energy conservation. For example, publicly funded labs have conducted extensive research on low-energy buildings, then helped each of the network partners understand and apply the findings in ways that were immediately useful to them.

These arrangements leverage government support to help private firms remain competitive in the marketplace while simultaneously promoting a public good by reducing national energy consumption. And when it can help both the private sector and the public win, the government wins as well.

On the private sector side, one major benefit of alliance networks has been reduced risk for individual organizations. Companies that hesitate to invest in new technologies on their own, fearing that failure would put them at a competitive disadvantage, feel more comfortable when they know that others in their industry are making the same investments.

Networks also help individual organizations pool competencies and disseminate best practices. For example, one grocery store chain might have a particularly solid understanding of energy-efficient retail lighting, while another may use innovative refrigeration strategies. Sharing this information can significantly benefit both companies, as well as others that can learn from them. In short, private companies win by collectively sharing what has worked, what has not worked, and how to effectively implement cutting-edge energy saving technologies.

The public benefits from lower energy costs and a cleaner environment. Individuals can turn lights off and implement energy-saving strategies on their own, but economy-wide transformation requires the engagement of some of the world's largest building owners (and energy consumers) at scale.

Key Challenges

The Better Buildings Alliance has experienced steady growth and development in knowledge sharing. However, finding and maintaining an appropriate balance of roles to ensure broad equity across all participants of the network is a continual challenge for the program managers. | ARSP |



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by Dr. Andrea Genovese

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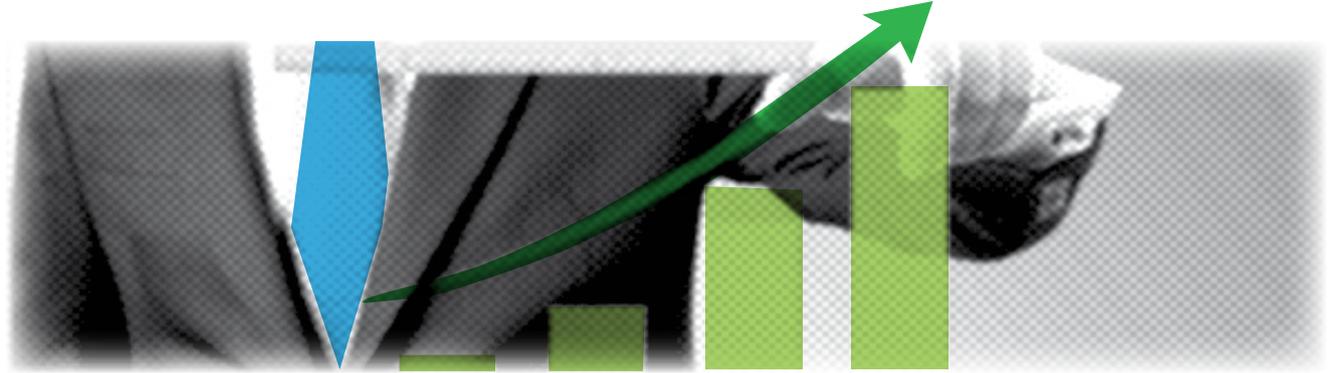
Promoting Environmentally Sustainable SMEs (PrESS)



Lifelong Learning Programme

I Introduction

Scientific and academic knowledge and expertise offered by higher education institutions can be used to design solutions for the industry in relation to effective design and implementation of low carbon strategies and environmentally responsible practices. Industry, on the other hand, provides the realistic setting where scientific knowledge can be applied—a process which is important for scientific scrutiny, replication, and development. Following these, in order to achieve environmentally sustainable company operations within the EU, it is necessary to build strong partnerships between related academic institutions or research centres and the world of business. The *PrESS (Promoting Environmentally Sustainable SMEs)* partnership responds to this challenge by aiming to enhance the skills of European small and medium-sized enterprises (SMEs) in relation to environmental sustainability and growth.



Working Structure of the Partnership

Led by the University of Sheffield (UK), PrESS brings together European-wide academic and industry partners and trade organisations working together in their respective regions. It involves the South East European Research Centre (Greece), the University of Lodz (Poland), the University of Naples “Federico II” (Italy) and, as business associations, the Sheffield Chamber of Commerce and Industry (UK) and the Association of Information Technology Companies of Northern Greece.

Motivation for the Partnership

PrESS emerged from the need to equip organizations and SMEs in Europe with the necessary skills and tools needed to effectively tackle the environmental challenges of globalized economic activity and expanded supply chains. The aim of PrESS is to develop an online Decision Support System (based on the architecture of the Supply Chain Environmental Analysis Tool developed by the University of Sheffield and Centre for Low Carbon Future) and a training approach that allows European companies to monitor and assess their current decision-making strategies in relation to environmental concerns, adopt low carbon decision-making patterns, and develop a long-term plan for low carbon management and environmental sustainability of their supply chains.

Partnership Support for Regional Sustainability Goals

The EU recognizes the risks of ‘climate change inaction’ and has, therefore, set specific target goals in the *EU 2020* agenda to promote environmental sustainability. The EU’s *Small Business Act for Europe* (2008) also recognizes the imminent need for SMEs to turn climate change challenges into opportunities for sustainable growth,

with PrESS adding to this EU-wide goal by focusing on cost-effective and user-friendly methods to increase the adoption and maintenance of low carbon strategies.

Also, the Small Business Act for Europe recognizes that enterprise transcends all EU countries. Thus, the adoption of an international perspective on low carbon economy will benefit enterprises and set the basis for more environmentally responsible business start-ups in the future—thus, PrESS has the potential to convey environmental sustainability as the norm for EU enterprising, and this will greatly help in achieving the related EU 2020 goals. Moreover, comparisons between four EU countries will undoubtedly enhance the quality of outputs and deliverables through the ability to adopt multiple (four national) cultural perspectives on environmental sustainability across national boundaries. This is further enriched by the profound diversity of contexts (in economic, political, and SME-specific respects) in the UK, Greece, Poland, and Italy, as well as providing scope for knowledge transfer and experience among partners.

“The application of the proposed training tool for low carbon decision-making will allow us to identify potential culture-specific barriers in environmental sustainability and growth of enterprises”, said Prof. Lenny Koh, the project Principal Investigator, and Dr. Andrea Genovesi, from the University of Sheffield. These barriers may range from personal values and beliefs, such as lack of knowledge or proper understanding of environmental challenges, to structural factors, such as poor support for environmental growth by the governmental authorities or related agencies. Identifying such barriers will help the PrESS consortium develop culture-specific policy recommendations to EU authorities concerned with the development of harmonized environmental practices among EU member countries. | ARSP |

PRAXIS

SECTION



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by Lucian J. Hudson

*Director of Communications,
The Open University, Milton Keynes, UK.*

Social Partnerships: Engines for Innovation and Change



The theme of innovation runs through this year's section. Over the past decade, social partnerships have grown not just in range and volume, but also in ambition and sophistication. Innovation means successfully taking an idea to market. Social partnerships have been innovative in (i) changing the way organizations work together and (ii) adding value to outcomes by complementing or replacing competition with collaboration.

In this section, practitioners have witnessed patterns in the way partnerships work, specifically innovation in partnerships (changes in how partnerships are set up and managed) and innovation through partnerships (the added value that partnerships contribute to social outcomes, which could not be achieved by an organization or sector working on its own).

One set of dynamics that we focus on this year is whether partnership is driven from the top down, or from the ground up, and whether success is narrowly defined by the economic and political benefits or more broadly by the social and cultural benefits brought about by communities working together to achieve a common goal. The top down approach is often limited to the economic and political benefits of partnerships, but the ground up approach can produce other benefits as a result of harnessing community engagement.



Evidence of the evolution in the top down approach is provided by a top international practitioner in partnerships, instrumental in giving practical shape to his government's relationships with business and civil society. Jim Thompson, Director of Innovation at the US State Department, pioneered the development of global and regional partnerships to support a combination of US development and public diplomacy objectives. The interview brings out how much partnership has been driven by a combination of policy goals and making budgets go further. Economic success is not just measured by efficiency but also by effectiveness, by bringing in more income from the private sector and making more of the legitimacy and participation that NGOs bring to partnerships that have a social purpose.

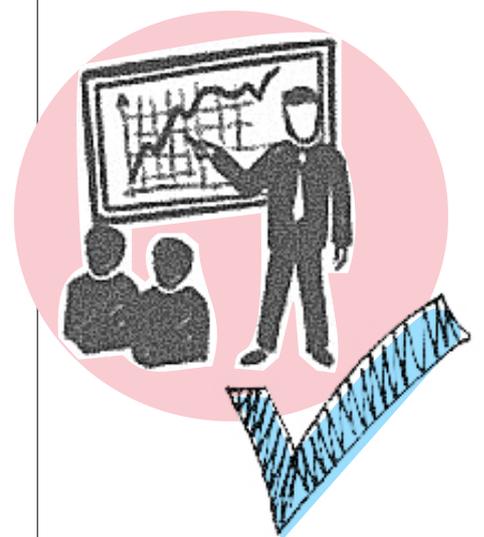
Complementing this top down view of partnerships, Dr. Jean Santelli's case study provides a ground-up perspective, demonstrating significant progress to make Rochester, New York, the healthiest community in the USA. High blood pressure contributes to chronic conditions that heavily impact the cost of health care. The University of Rochester Medical Center and the Rochester Regional Health System are working collaboratively with another 65 stakeholder organizations to create a model of community health. Much of the implementation is carried out by 300 volunteers. The techniques developed are ground-breaking. The initiative is contributing to reduction of healthcare costs with improvement of patient outcomes. Communities have been energized as a result.

Ever since I published the first benchmarking of cross-sector collaboration in international government networks¹, many practitioners have seen a greater explicit recognition by governments and business of the benefits of a more strategic partnership with NGOs and community groups. Progress has been made in two directions: governments and business increasingly appreciate that a more systematic approach to cross-sector collaboration is required to address many social challenges, and NGOs and community organizations have adapted their approach to take more fully into account government policy objectives and business needs.

The events section, edited by Jessica Mankowski, speaks to the vital role of partnerships in creating a fast-paced knowledge-based society. This section covers past and future events ranging from innovation and entrepreneurship through to innovation in organizational design, with conferences in Ecuador, the Netherlands, Italy and France. One of the contributions focuses on significant progress on climate change adaptation, harnessing the experience of governments, businesses, researchers and civil society globally. Our review of a Strategic Management Society conference, by Dr. Lea Stadler, highlights how we need to look more holistically at business performance and delivering social value.

The Praxis section is itself innovative, and we welcome ideas and contributions to develop it further. Contact: [lucian.hudson \(at\) open.ac.uk](mailto:lucian.hudson@open.ac.uk) | ARSP |

Many practitioners have seen a greater explicit recognition by governments and business of the benefits of a more strategic partnership with NGOs and community groups.



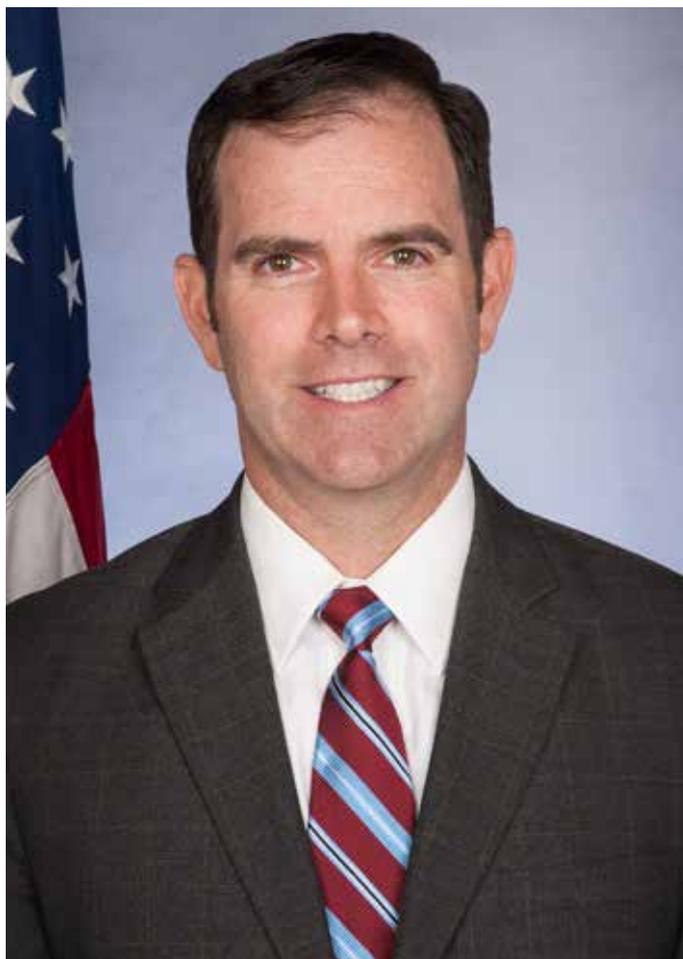
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¹ Hudson, L.J., 2009. The Enabling State: Collaborating for Success, UK Foreign & Commonwealth Office.



by Lucian J. Hudson

Director of Communications, The Open University, Milton Keynes, UK.



Jim Thompson

Director of Innovation, US Department of State

How Partnerships Became the US Way

As Director for Innovation at the US Department of State, Jim Thompson leads the US Government's innovative design practices through *global partnerships*. A former Director for Partnerships and Innovation of The White House's National Security Staff, Jim has tirelessly blazed a trail for public-private partnerships, while working for three US Secretaries of State. In the following interview he talks to ARSP Praxis Editor Lucian Hudson.

Lucian Hudson (LH): Please explain your role as Director for Innovation at the US Department of State.

Jim Thompson (JT): The Department has a global partnerships team within its Secretary of State's Office. There are 20 of us who focus on building public-private partnerships for Secretary John Kerry and carrying out his demands for our diplomacy and our development mandate. We have a lot of experience, having previously done this under Secretary Condoleezza Rice and Secretary Hillary Clinton. We look at new ways of approaching old problems. My role is to come up with innovative partnerships and technologies to put the work we do into action.



LH: What has been your experience of the change the State Department introduced by creating your role and by its emphasis on innovation in partnerships?

JT: It has been transformative to focus in a different way on problems. For example, with partners we have created the *International Diaspora Engagement Alliance* where we tap into the knowledge and experiences of the 62 million first or second generation Americans. Through our Diaspora marketplaces we have challenged and empowered them to create small businesses in their countries of historic origin where there is a need. We do this on the ground with the business community and the NGOs. Cross-sector collaboration is of huge benefit to the way we approach work.

Some agencies are moving quicker than others in developing, understanding and promoting partnerships. But when partnerships are introduced with the leadership backing them, they flourish.

LH: Explain this a bit more.

JT: We see the role of the private sector as being critical to the task of improving people's lives in areas of need overseas. Through our development program over the past 50 years, we have done a lot of work in engaging with people to try to improve health systems and boost economic growth. When I was at the US Agency for International Development (*USAID*), we launched the *Global Development Alliance* (GDA) which is the Agency's premier model for public-private partnerships. More than 1,500 GDAs for development have been created since 2001. GDAs combine the assets and experiences of the private sector—corporations, foundations, NGOs, universities, local business and diaspora groups—to leverage their capital and investments, creativity and access to markets to solve complicated issues facing governments, businesses and communities. Through GDAs, we have enabled domestic and international industries in *countries with low economic development* to employ more people, buy more services and improve the economy and the healthcare of workers.

LH: Where do non-governmental organizations (NGOs) fit into the equation?

JT: There used to be fewer NGOs interested in cross-sector partnerships. However, over time, the NGOs have come around and shifted enormously towards embracing public-private partnerships. NGOs are now critical change agents in promoting economic growth, fostering human rights and creating the climate for social progress. The Department of State partners with civil society organizations to further our diplomatic objectives and deliver assistance across all the regions and sectors in which we work.

LH: Why has the US Government made cross-sector partnerships a strategic policy initiative?

JT: When I was at USAID in 2000-01 we recognized the private sector was an important and growing investor in the developing world where we were working, and that it was also the most important driver of economic development. In the 1960s and 1970s the majority of what went from the US to developing countries was foreign assistance: 70 per cent official development assistance and 30 per cent private assistance streams. Starting in the 1980s and through to today the overwhelming majority of resources that flow from the US to developing countries is private. This provided us with a rationale for partnerships and we saw the potential of aligning our foreign assistance with private resources to make for better development outcomes.

We are also partnering for economic reasons. When there is an economic downturn, governments have to work out ways of doing more with less while, under intense public scrutiny, making sure services do not suffer. Therefore, we approach our work in government differently and that means we think: "How could we include others in our work?" At this point we say: "We are not the only ones working on healthcare, economic growth or cyber security." We find out who else is interested in these areas and talk with them.

Partnerships are needed from a security standpoint. Around four-fifths of our national infrastructure in the US is privately owned. We work closely in partnership to help companies develop themselves to withstand any domestic attack. Partnerships are embedded in our *National Security Strategy*. We cannot have a secure nation unless we are working closely with the private sector. The same



is true for US companies operating overseas. In the *State of Global Partnerships Report*, the *Overseas Security Advisory Council's* partnership with the US private sector operating abroad is explained. The partnership brings about the sharing of security and threat-related information to ensure the safe operation of US interests overseas. The Council works with more than 3,500 businesses, non-governmental organizations, and academic and faith-based institutions through its staff of analysts and outreach coordinators, its website, and a network of more than 150 public-private forums. This serves to encourage and enhance information-sharing with the State Department and among constituent organizations. It works by private sector partners serving on a rotating basis on a governing council, alongside the US government agencies.

LH: How much has the US Government's use of cross-sector partnerships grown?

JT: Tremendously. A couple of years ago, when I was a Director of Partnerships and Innovation at the National Security Council at The White House, I called together government agencies to talk about public-private partnerships. It struck me that if we had had that same meeting 10 years earlier only USAID would have been present. Now we have 23 federal agencies engaged in public-private partnerships. Leaders such as the Department of State, the *U.S. Federal Emergency Management Agency*, and the *U.S. Department of Housing and Urban Development* have all created offices focused on building relationships with the private and philanthropic sectors.

LH: Do you have any academics who have helped form your thinking on cross-sector partnerships?

JT: Yes. At Harvard University, Michael Porter and Mark Kramer are among those who have been promoting cross-sector partnerships for many years. They wrote an excellent article, *Creating Shared Value*, in which they said a "shared value", achieved through collaboration cutting across profit/non-profit and private/public boundaries, offered corporations the opportunity to utilize their skills, resources and management credibility to lead social progress. Their work has proven to be a radical change from the Milton Friedman thinking that there is one and only one social responsibility of business – to increase its profits. Smart business leaders see things differently today. This has created a lot of room for partnership development.

LH: Cite an example of a cross-sector partnership that the US Government supported that led to transformative outcomes.

JT: I am excited about the work that is being done by the State Department through our *Global Equality Fund*. The Fund is a multi-stakeholder partnership that brings together governments, the private sector and philanthropy to address the human rights of Lesbian, Gay, Bi-Sexual and Transgender (LGBT) individuals. This partnership was launched by Secretary Clinton during her ground-breaking speech for International Human Rights day in Geneva in 2011 where she said "gay rights are human rights and human rights are gay rights". The Fund empowers LGBT persons to live freely and without discrimination. The Department manages the Fund on behalf of 12 governments, with support from corporations such as Deloitte LLC, the Hilton Corporation, the Royal Bank of Canada, and foundations including the John D. Evans Foundation and the MAC AIDS Foundation and civil society groups including the Human Rights Campaign and Out Leadership.

There used to be fewer NGOs interested in cross-sector partnerships. However, over time, the NGOs have come around and shifted enormously towards embracing public-private partnerships.

LH: Finally, what skills do you need to do your job?

JT: You need the ability to talk with others and create common ground. When partnerships are introduced with the leadership backing them, they flourish. Partnerships are now endemic in the way we do business. The most important resource we have is our leaders promoting the idea of partnerships. The whole concept of public-private partnerships will only succeed if the person at the top passionately believes in it. | ARSP |

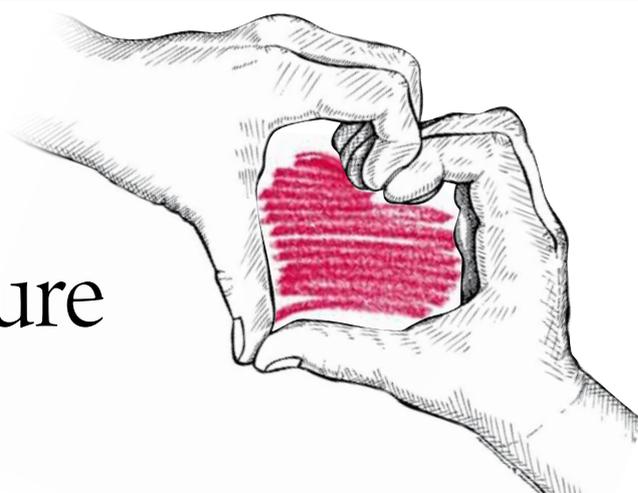
Special thanks to Ollie Wilson for contributing to the editing of this interview.



by Dr. Jeanine Santelli

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Community High Blood Pressure Partnership



In 2006 the Rochester Business Alliance (RBA) convened a group of community stakeholders to formulate strategies to improve health and reduce health care costs in the region. The group was called the Health Care Planning Team (HCPT) and consists of 70 representatives from 65 stakeholder organizations including: all of the major local healthcare systems, the business community, community- and faith-based organizations, insurers, and health care professionals. By 2009 the group decided to focus on high blood pressure (HBP), as the condition is a precursor to many chronic diseases and interventions for HBP control also promote healthy lifestyles including weight loss and smoking cessation. It is estimated that 30% of the U.S. population has HBP. One out of seven deaths are attributed to HBP¹, which leads to stroke, heart attack, heart failure, and kidney disease. These chronic conditions heavily impact the cost of health care. In the Rochester region, the burden of these costs is carried by the employers, represented through the Rochester Business Alliance, as well as the individuals.

By selecting HBP, the multi-sector partnership identified a powerful linked interest with significant breadth and depth in terms of economic and social outcomes at the individual, organizational, and societal levels. This article will focus on selected initiatives launched through this partnership.



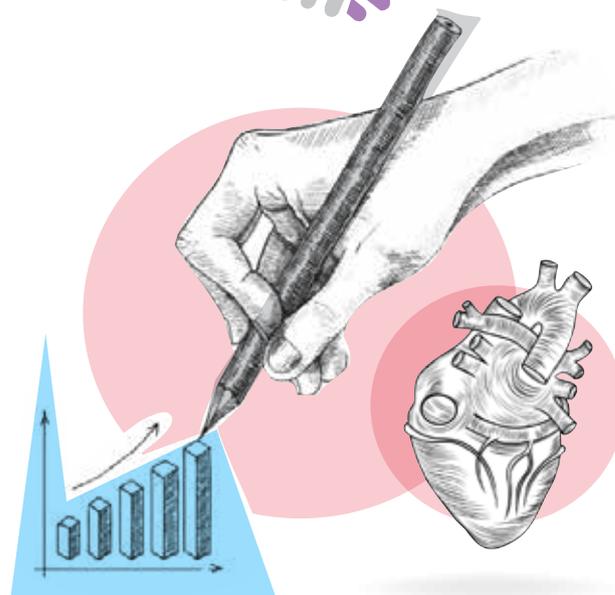
Key Elements of the Partnership

The *Finger Lakes Health Systems Agency (FLHSA)* and the *Rochester Business Alliance* forged a multi-sector partnership in 2010, thus providing a system for HCPT program management. The Health Care Planning Team (HCPT) meets weekly and reports quarterly to a group of RBA CEOs. Funding for the HCPT projects was committed by a local foundation as well as the RBA business community. So far, the collaborative has been supported by \$1.9 million in community and state support. Additional fund raising strategies are in development to continue a multi-year effort. Although there are a few paid staff positions for this partnership through the FLHSA, the bulk of the implementation falls to over 300 volunteers. This can be considered a transformative partnership because the collaborative has succeeded and grown over the last nine years due to the incredible support that it receives from the community itself.

The partnership focused the initial efforts on a three-pillared approach:

1. Provider education and data registry
 - The Registry
 - Practice Improvement Consultants (PICs)
 - Blood Pressure Ambassadors Program (BPAP)
2. Community involvement in education and screening
 - *Get It Done (GID)*
 - The Church Health Ministry Collaborative
 - Senior housing
3. Major workforce wellness efforts
 - *Worksite Wellness*
 - *Eat Well Live Well Challenge*

The goals of the multi-sector partnership are reduction of healthcare costs with improvement of patient outcomes, which would make Rochester, New York the healthiest community in the nation. The depth and breadth of this collaborative is unique among community health quality improvement partnerships in the United States. This multi-sector partnership has received national recognition from *The Agency for Healthcare Research and Quality (AHRQ)*.



Provider Education and Data Registry

A registry was created, through The Finger Lakes Health Systems Agency, which links the anonymized electronic health record blood pressure data from multiple health systems and provider offices in the region. Achieving approval and willingness from competitors to share their anonymized data was a carefully negotiated process that continues to unfold. Parameters were carefully negotiated regarding what and how the data and findings would be shared. Data tensions competed with the shared interests of performance improvement and the overall social value that the registry would provide.

This shared registry provides a snap-shot of the impact of HBP on the region as well as a sense of the level of success that the HCPT initiatives are having on improved blood pressure control. Another feature of the registry data is the ability to send a dashboard back to the participating practices. This customized dashboard gives each practice a sense of where they are in comparison to the other participating practices. There are now five years of data with the number of entries in the registry more than doubling since 2010 (see table next page). As of December 2014 there are 160,419 records in the registry, providing increased accuracy in the assessment of the community and increasing the number of practices receiving direct performance feedback. This comparative feedback promotes a friendly competition and sharing of best practices. The percent of the community members whose blood pressure is in control has improved, based on best practice standards.



High Blood Pressure (HBP) Registry of Monroe County* Residents 18 & Older				
Registry Date	Monroe Co. Population 18 & older	Estimate of HBP Population (based on 30% national standard)	Patients in HBP Registry with BP data	Residents with BP in control based on best practice standard (%)
December 2010	578,200	173,460	59,400	71.3
December 2011	582,000	174,600	88,900	72.2
December 2012	585,900	175,770	104,300	74.9
December 2013	589,788	176,937	112,549	77.8
December 2014	597,090	179,127	121,719	78.8

*county in which Rochester, NY is located

The Community

The focus of the community engagement work in the multi-sector partnership places a particular emphasis on underserved communities and on those at highest risk. By developing grass roots strategies through partnering with community service agencies, places of worship and neighborhood organizations the collaborative reaches people where they gather together. Using peer groups and other volunteers, the collaborative has been able to identify individual blood pressure management strategies including lifestyle changes and the development of a health plan in collaboration with a health care professional. The goal of reducing the impact of HBP in the Rochester community is becoming a reality thanks to hundreds of community ambassadors and cooperation among over fifty community organizations for the improvement of the health of the community. The community engagement efforts are focused on three venues: barbershops and beauty salons, faith communities, and senior living sites.

Get It Done (GID) is a collaborative of 21 barber and beauty shops. Six events are held each year led by nine community health educators and fourteen peer leaders. During

2012 1,448 community members were screened for high blood pressure and provided with educational materials in their primary language. The GID sites have embedded community volunteers who encourage healthy behaviors and promote the events. Regional nursing, pharmacy, medical technician, and physician assistant students provide blood pressure and blood glucose screening. This project has provided a unique experience for all involved. The shop owners have increased their influence and impact on their communities, the customers have a ready source of support and encouragement, and the students have an increased awareness of how others live. The messaging being delivered through these sites increases awareness, encourages people to work with their health care providers and pharmacists, and connects them with services as needed, all completely free of charge.

The Interfaith Health Ministry Collaborative (IHMC) consists of 14 houses of worship with the shared goals of starting and supporting more health care ministries, serving as ambassadors and increasing volunteerism in the faith community. Walking groups, exercise programs, newsletter articles, and/or on-site educational programs have been started at the participating churches to support blood pressure reduction.



“My body is the temple of God and I am learning through our Health Ministry to honor this temple. The information I am receiving has helped me to make some healthy lifestyle changes. I've lost weight based on better eating habits and exercising on a regular basis. This is a journey, but I am grateful for the journey because I am seeing the results and I feel so much better”.

54 year old African American Woman

Benefits

Internal benefits of the partnership include interaction value and synergistic value. Interaction value can be seen in the relational capital and access to networks found in the groups meetings where members of the community, from a variety of venues, share and learn from each other. Trust building has occurred as services are provided to the community in an unbiased manner and are available on a continuing basis. The fact that these programs are created from the community and delivered to the community helps in ensuring sustainability. Perhaps the greatest internal benefit is the unique collaborative leadership and joint problem solving that occurs in every meeting. The HCPT does not vote, they operate as a consensus board and demonstrate respect for each other in every interaction.

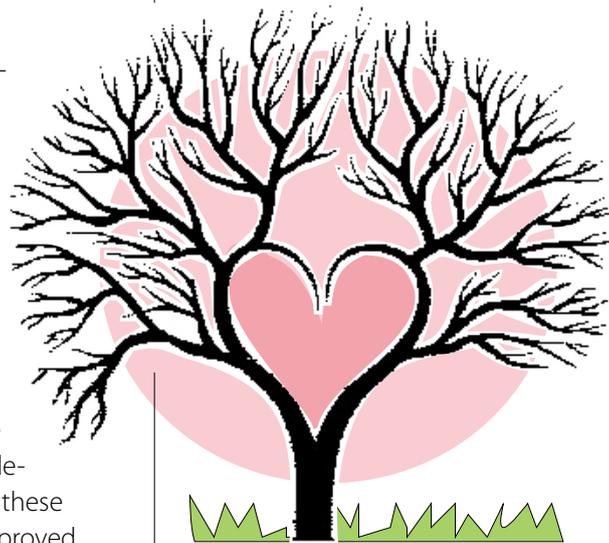
This unique set of initiatives, championed by the business community, inclusive of competing health care agencies, and supported through efforts of a small number of staff and hundreds of volunteers have improved the overall health of our community through blood pressure awareness and education. These community activities are an exciting example of innovative solutions using synergistic resource combinations as a way for local businesses, community members and students to work together, allay misconceptions, and develop long-term relationships.

External benefits include the economic value in both the large number of volunteer hours used and the intended outcome of decreased health care costs for the community. The social value of these projects can be measured in the lives touched and health improved throughout the community².

What's next?

The HCPT continues to explore opportunities to improve blood pressure control and, thus, improve the health of our community. Business partners are exploring ways to increase participation in the registry through expanded electronic health record interfaces, expansion of the region, greater breadth of data collected, and community access to aggregated data. The GID, health ministry, and senior housing programs will continue. The workforce wellness program is being reviewed and rejuvenated. | ARSP |

The goal of reducing the impact of high blood pressure is becoming a reality thanks to hundreds of community ambassadors and cooperation among over fifty community organizations.



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² Austin, J.E. & Seitanidi, M.M. 2014. *Creating value in nonprofit-business collaborations*. San Francisco: Jossey-Bass.



by Jessica Mankowski

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The Events Section provides readers with information on upcoming, or recently completed, social partnership events from around the world. If you would like to submit an event for next year's ARSP, or write a short review of an event you recently attended, your contribution would be most welcome. Please send upcoming event announcements, calls for papers or requests related to submitting or suggesting a review to me at [jessica.mankowski \(at\) gmail.com](mailto:jessica.mankowski@gmail.com)

UPCOMING EVENTS

10th EUROPEAN CONFERENCE ON INNOVATION AND ENTREPRENEURSHIP - ECIE 2015

17-18 SEPTEMBER, 2015
GENOA, ITALY

The 10th edition of the ECIE conference provides participants with an international opportunity for scientific discussion and collaboration on a broad range of recent trends in innovation. The conference features a series of 'mini-tracks' devoted to specific areas of inquiry. For those interested in cross-sector partnerships, the mini-track on triple helix interactions (partnerships between university, industry and government) may be of particular interest. Email: [dan.remenyi \(at\) academic-conferences.org](mailto:dan.remenyi@academic-conferences.org)

CONFERENCE OF THE AMERICAS ON INTERNATIONAL EDUCATION (CAIE) THE INTERNATIONALIZATION OF INNOVATION, SCIENCE AND TECHNOLOGY: BUILDING AN INTER-AMERICAN AGENDA

20-22 OCTOBER, 2015
QUITO, ECUADOR

The Conference of the Americas on International Education (CAIE) provides an opportunity for dialogue and exchange between institutions and organizations involved in higher education from all regions of the Americas. The conference includes a series of specific calls for papers on key topics of interest, including one on the development of cooperative partnerships, new models and entrepreneurship between Universities and the private sector. Email: [caei \(at\) oui-iohe.org](mailto:caei@oui-iohe.org).

5th INTERNATIONAL SYMPOSIUM ON CROSS-SECTOR SOCIAL INTERACTIONS (CSSI 2016)

17-20 APRIL 2016
TORONTO, CANADA

The 5th biennial CSSI symposium brings together researchers and practitioners to understand better how business, government, and civil society interact to address social problems. Abstracts for papers and panel proposals are invited on any aspect of cross-sector social interactions, but particularly dealing with the conference theme: Cross-sector partnerships for systemic change. Submissions are due on 30 September 2015. Click here <http://www.cssi2016.com/> for more details. Email: [CSSI2016 \(at\) schulich.yorku.ca](mailto:CSSI2016@schulich.yorku.ca)

ADAPTATION FUTURES: PRACTICES AND SOLUTIONS

4TH INTERNATIONAL CLIMATE CHANGE ADAPTATION CONFERENCE
10-13 MAY, 2016
ROTTERDAM, THE NETHERLANDS

Adaptation Futures is the biennial conference of the Global Programme of Research on Climate Change Vulnerability, Impacts and Adaptation (PROVIA). The conference combines discussion of the latest adaptation research with an Adaptation Practice Expo and Business Fair. At the Business Fair knowledge based supply will be connected to practitioners' demand, fostering new partnerships and knowledge exchange. Email: [jaqueline.de.haan \(at\) minimen.nl](mailto:jaqueline.de.haan@minimen.nl)



by Dr. Lea Stadler

Research Fellow, University of Geneva,
Geneva, Switzerland.

PAST EVENTS



STRATEGIC MANAGEMENT SOCIETY (SMS) EXTENSION WORKSHOP: PUBLIC-PRIVATE GOVERNANCE, SOCIAL VALUE, AND INNOVATIVE ORGANIZATIONAL DESIGN

18-19 SEPTEMBER 2014
PARIS, FRANCE

In September 2014, about 30 strategy and organization science scholars met in Paris to discuss ideas and recurring patterns in the economic interactions between firms and public or socially-oriented organizations. The *workshop*, organized by Prof. Ilze Kivleniece (Imperial College London) and Prof. Bertrand Quélin (HEC-Paris), focused on a broad spectrum of themes, including novel boundary-spanning organizational arrangements and structures between the public and the private sectors, such as public-private partnerships, collaborative arrangements, social ventures, and their implications in terms of firm performance, as well as the broader social value and public welfare.

Building on 13 paper presentations, the discussions indicated an emerging trend from classical public-private infrastructure projects to collaborative boundary-spanning projects in areas such as health, education, and social welfare, thereby involving new players such as development agencies, international banks, non-profit organizations, foundations, and end-user communities. Prof. Anita McGahan (University of Toronto), elaborated on this trend in her concluding keynote speech, stressing that the unit of analysis will increasingly shift from traditional organizations towards the governance of resources, thereby involving alternative modes of organizing to create value.

The workshop is related to the forthcoming *Special Issue* in the Journal of Management Studies, "Public-Private Collaboration, Hybrid Organizational Design, and Social Value" edited by B. Quélin, I. Kivleniece, and S. Lazzarini (Inspere – Brazil).



Bertrand Quélin
HEC, Paris.



Ilze Kivleniece
Imperial College London.



COMMUNITY

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by Dr. Verena Bitzer

Senior Advisor, Royal Tropical Institute (KIT), Amsterdam, the Netherlands.

How Can Cross-Sector Partnerships Drive International Development?

A new era has started in international development, the era of partnerships. Long gone are the times when donor agencies thought to be able to address problems of dire poverty, social injustices, prevailing food insecurity or environmental degradation in developing countries all by themselves. Following their inclusion in the post-2015 *UN Sustainable Development agenda*, partnerships have become the new mantra, including—alongside donors and multilateral agencies—non-state actors such as the private sector, NGOs, philanthropic foundations, and others. The interview with Jim Thompson (the former Acting Director of the *Global Development Alliances* at the US development agency USAID) in the praxis section (p. 108) also highlighted the popularity of partnerships.

Amidst all the actors that are forming partnerships, it is business organisations that are most in the spotlight to take a new, active role in development given their vast managerial, innovative and financial resources. USAID, for instance, states that “working with the private sector is no longer a luxury, but a necessity”.¹ With this comes a broadening of ambition to go from traditional CSR models towards wider development concerns, such as integrating small producers into value chains, or bringing a product or service to the market to help the poor.



With these prospects in sight, the case for collaboration has been universally accepted. However, although partnerships permeate current practices in development cooperation, the knowledge base on them is scarce. Partnerships are practiced but the practice of partnerships remains elusive, it seems. What do developing country actors, such as small-scale producers, stand to gain from partnerships? Are businesses really well suited to address the needs of the poor? What are the biggest challenges that partnerships face? And how can success stories be scaled up?

This issue of the ARSP's Community Section engages with two experts to find out more about partnerships in international development. Our first expert is **Dr Jennifer Brinkerhoff**, Professor of Public Administration and International Affairs at George Washington University, who is one of the most widely-cited scholars

on development partnerships. Our second expert is **Dr Marco**

Ferroni, Executive Director of the Syngenta Foundation of Sustainable Agriculture, who is an agricultural economist by training and an expert on topics that include agriculture, food security, development and trade.

Both experts agree that partnerships can be a vital ingredient for development, but they also argue that partnerships are highly context-specific and should only be seen as one piece of the puzzle of complementary efforts to improve the livelihoods of the poor. As partnerships continue to gain currency in international development, these interviews remind us of some of the issues that we need to pay attention to in our efforts to understand how (and when) partnerships can drive development.

As a tribute to the ARSP's 10th anniversary, this section features a contribution from Professor Jem Bendell, a true trailblazer in our field, who critically reflects on his personal journey of working on, with and for partnerships for the past two decades.

This community section is a joint product of Verena Bitzer (Section Editor), Adriana Reynaga (Associate Editor), Domenico Dentoni (Associate Editor) and Jill Bogie (Associate Editor).

We are grateful for the support of The Open University (UK) as this edition's sponsor of the Community Section. As an open learning institute, The Open University offers free educational resources through its **OpenLearn** site and emphasizes the importance of social partnerships with other organizations in the pursuit of lifelong learning, innovation, and community building. | [ARSP](#) |



If you have any comments or suggestions, please send them to [v.bitzer\(at\)gmail.com](mailto:v.bitzer(at)gmail.com). You may also want to check out our **Facebook** and **LinkedIn** groups.

References

- ¹ **USAID** 2013, Why Partner. Available from: <http://www.usaid.gov/gda/why-partner>



The Open
University

Extending Education Through Collaboration

The Open University promotes educational opportunity and social justice by providing high-quality university education to all who wish to realise their ambitions and fulfil their potential. Through academic research, pedagogic innovation and collaborative partnership we seek to be a world leader in the design, content and delivery of supported open learning.

The Open University creates partnerships and supports initiatives that promote cross-sector collaboration between academics and practitioners in the fields of pedagogy, research and community building. Lifelong learning requires professionals to remain in touch with academia through collaboration, and widening access requires links to high quality resources such as the ARSP and the curation and provision of resources.

The Open University is a member of the *Social Partnerships Network*, established only in 2013 yet comprising a number of organisations with long histories of working together. All the organisations involved have a strong commitment to widening participation and social inclusion and the ability to work at a national level.

Our initial vision was to establish a network of organisations who share a commitment to extending higher education opportunities to all those who can benefit.

The ten national partner organisations developed a

multi-strand action plan. This is the start of our attempts to help learners understand the different learning opportunities offered and the progression pathways they may want to consider. We are also beginning to create, collect and share a number of powerful student stories, both to inspire other learners and to raise the profile of the Network and the links between organisations.

We promote the use of free open educational resources (OERs) and have just launched our social partnerships portal on *The Open University's OpenLearn site*.

Research and evaluation is embedded throughout all our work, to allow us to develop and maintain robust tracking and evaluation systems, not only to measure the impact of our work but also to inform future strategy and approaches to support adult learners.

The Open University has received funding from the Higher Education Funding Council for England (HEFCE) to extend the work carried out by the SPN under HEFCE's National Networks for Collaborative Outreach (NNCO) scheme. The aim of the NNCO scheme is to encourage more people into higher education through the development of networks offering them the right advice and support. The Open University will use its allocation to support its outreach work with adult learners through the work of the SPN.

More information on the Social Partnership Network and the related *National Networks for Collaborative Outreach* project is available online.



by Dr. Adriana Reynaga

Professor at National University of México and Instituto Tecnológico de Monterrey, Mexico. City, Mexico.



Jennifer Brinkerhoff

Professor of Public Administration and International Affairs,
George Washington University

Teaming up in Cross-Sector Partnerships for Development

A

true pioneer in our field, Jennifer Brinkerhoff has been at the forefront of partnership research since 1996 and has more than 70 publications on topics ranging from Public Administration and Political Economy to International Relations and Development Research. Her recent research work focuses on Diasporas.

Adriana Reynaga (AR): Prof. Brinkerhoff, thank you for your time. To jump right in, what is your view on the role of cross-sector partnerships (CSPs) in development?

Jennifer Brinkerhoff (JB): The role for partnerships in development can be quite significant, but in some cases their function has been overplayed and they have been used like a blunt instrument in contexts where partnerships may not be the most appropriate mechanism. Their potential lies in capitalizing as much as possible on the unique contributions of the range of actors in such a way that synergies are created. But partnerships can actually be greater investments than other types of development mechanisms and when poorly done, you'd be better off not trying it at all.



AR: We all would like to think of partnerships as a kind of magical solution, but as you say sometimes they have more disadvantages than advantages. Why exactly is that?

JB: To use a metaphor from my teaching life, sometimes I get very frustrated that we have all these great group projects for our students. We bring together a bunch of people into a group and we say: “now you’re a team”. But there is a difference between a group and a team, which is very much like the difference between networks and partnerships. A team is where people cooperate, they stimulate each other, everybody contributes their part and everybody benefits, but in a group this is not necessarily the case. You may not have everybody equally engaged or benefiting or even caring about a shared objective.

AR: How can partnerships recognize and make use of the different types of resources that the participating actors have to offer?

JB: Some years ago I organized a workshop on partnerships for the Ministry of Foreign Affairs in the Netherlands with people from all three sectors: government, NGOs, and the private sector. One of the exercises was for them to identify what they believed they could contribute to a CSP. Then I asked them to think what the other sectors could contribute. So everybody had a worksheet on all three sectors, and then we put them all side by side. What they could see was amazing. If I had lectured on this it wouldn’t have mattered, but to let them visualize this comparative list led to lots of surprises. I remember that the very first comment was: “Really? You think we do that? You think we have that?” I think we have to take great care with the assumptions we make about different sectors; there are many different types of organizations within a particular sector.

AR: From your perspective, which CSPs work best—for instance, small partnerships or multi-stakeholder partnerships?

JB: Well, that’s a generalization that you can’t really come to conclusion on because so much depends on the individuals involved and their level of commitment. However, implicit in your question is whether or not a

The role for partnerships in development can be quite significant, but in some cases their function has been overplayed and they have been used like a blunt instrument in contexts where partnerships may not be the most appropriate mechanism.



partnership would be effective if you have a very large partner and a very small partner. I actually investigated this in my more recent piece titled “*David and Goliath*” which is about Diaspora organizations seeking to partner with the international development industry. The point that I make there is that if you have a really small organization, like Diaspora organizations, trying to partner with a very large and powerful organization there are a lot of risks involved. We saw this happening to the NGO sector as it became professionalized in response to engaging with the development industry. So you have to make sure that those small partners are able to very clearly articulate what their value added is to the partnership and get recognition for that from the other partners so that their value added is not compromised through bureaucratic requirements or reporting or anything like that. I actually developed a very simple self-assessment tool for these types of organizations to help them go through their own self-awareness process when seeking the engagement with potential partners in development. So they know who they are and what they can contribute, and everybody has clear expectations.



Scaling up is almost a buzzword, particularly with partnerships. The first question you have to ask is when you should consider scaling up, what you should scale up and what you should consider before making such a decision.

AR: Speaking of powerful actors, why do businesses increasingly engage in development partnerships?

JB: Sometimes the communities in which corporations operate or even other actors only see them for their money. What they are lacking often is the feeling of being appreciated in a community for what they do. In a way, some multinational corporations, operating in the developing world, they have all these critics around them, they are like gnats flying around that won't leave them alone. And sometimes they bite and they bite hard and that can actually hurt their operations. So that is one of the main reasons why they would be interested in engaging in partnerships, to create goodwill and trust in the communities in which they operate.

AR: In your experience, how can development partnerships be scaled up?

JB: Well, one has to be cautious when organizations consider scaling up. I think that scaling up is almost a buzzword, particularly with partnerships. I was just discussing this at a friend's book presentation. In her book on health and education for all, *Colette Chabbott* explains how innovation can be scaled and how complex this can be. We need to be aware that every context is different, so oftentimes you want to scale up something that works really well, but maybe it's working well because of a great fit between what you're doing and the specific context. The moment that you try to move this to a different context you lose that fit. The relationships that you developed in a particular context, the organizations that operate in this context, and the capacity that exists, change from place to place. Even when you stay within a certain context, scaling up may have unforeseen effects on the systems and capacity established. So the first question you have to ask is **when** you should consider scaling up, **what** you should scale up and **what** you should consider before making such a decision. We can learn a lot from successful examples but what we tend to do is to minimize the amount that we have to invest in experimentation and adaptation when we move those innovations to a different context.

AR: Finally, which new lessons do you derive for the establishment of CSPs in the future?

JB: Actually I find this kind of frustrating because the discussion is the same as it was in 1996 when I started investigating this. So instead of talking about new lessons I'd rather think of how we can proactively continue disseminating the experiences and lessons that we already have, so that we engage more meaningfully.

That's why I'd like to stress some of the issues we've been talking about. First of all, the need for all actors to engage in partnerships with a greater self-awareness and more negotiating power based on this self-awareness. Secondly, the need to express expectations very candidly, very openly, right at the start. And thirdly, to take care that partnerships are not appropriate for every challenge and context.

AR: Thank you very much for your insights, Prof. Brinkerhoff. | ARSP |



by Dr. Domenico Dentoni

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Wageningen, the Netherlands.*



Marco Ferroni

Executive Director, Syngenta Foundation
for Sustainable Agriculture, Basel, Switzerland.

“Smallholders
Need Markets,
Not Hand-Outs”:

Partnering for Innovation in Agricultural Development

A

n expert in international agriculture and sustainability issues, Dr. Marco Ferroni joined the Syngenta Foundation as its Executive Director in 2008 after a career in multilateral institutions and government agencies. The Syngenta Foundation for Sustainable Agriculture (SFSA) incubates scalable solutions for smallholders, focusing on innovative products and services in Sub-Saharan Africa, Latin America and Asia. SFSA catalyzes partnerships across the public and private sectors.



A major role of the partnerships we catalyze is to create novel combinations of resources that benefit small farmers. The result is a service, a tool or a route to market that no single partner could provide alone.



Domenico Dentoni (DD): How do SFSA partnerships help develop small-scale agriculture for food security and poverty reduction?

Marco Ferroni (MF): They play two key roles. Firstly, partnerships bring much-needed coordination. Institutional and policy weakness often hinders smallholders' inclusion in value chains. Through partnerships, state organizations can align their activities more smoothly with each other, and with the private sector. They can also guide commercial companies better.

The other main role of the partnerships we catalyze is to create novel combinations of resources that benefit small farmers. The result is a service, a tool or a route to market that no single partner could provide alone. For example, we successfully established weather-based index insurance for African smallholders through a wide range of partners who would probably never have teamed up without us. Partnership should always produce more than the sum of its parts.

DD: What are the key challenges facing such partnerships?

MF: The exact mixture of challenges depends on the task, the setting and the partners. But we see several recurring themes. First and foremost, successful partnerships are a question of trust. That takes time to build, and everyone has to be willing to invest the necessary energy. Trust is closely related to respect, and that includes respect for partners' traditions, views and ways of working. Government departments, universities, NGOs and private com-

panies differ considerably in their leadership styles and structures, their communication habits, and attitudes to topics such as confidentiality or Intellectual Property. Partners need to put all this on the table at the beginning, and tackle any problems that look likely to ensue.

"Putting things on the table" is also important in another way: Partners will only win together if they all want to contribute, and not just extract. One-sided pursuit of one's own perceived benefit jeopardizes any hope of partnership.

DD: As well as those general challenges, what have been some specific issues faced by your agricultural partnerships?

MF: Let's take the example of our weather insurance. Providing smallholders with insurance helps them reduce the risks posed by an uncertain natural environment. This increases their willingness to invest in each crop, and therefore improves their chances of good farm income. Nonetheless, financial institutions may view farmers as unreliable, opportunistic or commercially uninteresting, and therefore not want to provide them with services. If this challenge arises, it is our task to tailor a solution to the specific context.

A different question arises in the provision of agricultural extension and market intelligence for farmers: how can these services become self-sustaining? I believe that in the next ten years there will be a revolution in the delivery of agricultural and market-related knowledge to smallholders. Lots of start-ups could find lucrative niches here. Connecting farmers to markets is central to our



Partners will only win together if they all want to contribute, and not just extract. One-sided pursuit of one's own perceived benefit jeopardizes any hope of partnership.

work at SFSA. So in a recent public-private partnership we launched *Farmforce*, a software platform linking knowledge providers, smallholders and buyers.

DD: As you've pointed out, an important challenge for partnerships is to balance collaboration with competition, and public goods with private benefit. What are the practical consequences?

MF: Let me be absolutely clear on two related points: competition between companies benefits smallholders, and farmers need markets, not hand-outs. Free gifts may be well-intentioned, but they distort markets and squeeze out private sector investment. Everyone loses. At the same time, creating those markets can also require collaboration. For example, competitors need to agree to supply a choice of products in previously underserved rural areas. They may also need to act together to address unnecessary institutional and policy barriers, or to encourage banks and utilities to serve smallholders better.

DD: How does SFSA operate in partnerships alongside Syngenta Corporation?

MF: The company Syngenta provides our core funding, but leaves us entirely free to choose our activities and establish our partnerships. Our projects themselves also receive funding from a wide range of public and private organizations. As a large agricultural supplier, Syngenta is naturally an excellent source of expertise, notably in R&D. Sometimes the company is one of our partners in a project. But our work includes areas such as insurance, irrigation or IT in which Syngenta has no business activities. So a lot of knowledge and input comes from other sources. And Syngenta also frequently learns from us!

DD: There are countless partnerships in international development. How good are they at linking up with each other?

MF: International development itself is a huge field; we focus on smallholder agriculture on three continents. In this space, I would argue that there are actually far too few partnerships—at least of the public-private type. I can't speak for organizations in other areas, but we certainly view all our many partnerships as part of a network. Fortunately, there are also umbrella initiatives enabling link-ups, international fora such as *RUFORUM*, and a wide range of conferences. Worldwide, however, there is definitely scope for better coordination and synergy.

DD: A final question close to Wageningen's heart: what role in partnerships do you see for universities?

MF: It's a continuing and central one. We collaborate with several universities, for example in connection with their R&D, data and training work with the *CGIAR*. Training is one natural area of activity for universities. Sub-Saharan Africa needs far more plant breeders, for example, and academics are ideal providers of the necessary expertise. Universities can't be asked to do everything on their own, however. So SFSA is among the organizations currently catalyzing partnerships to improve breeder training. Tertiary education also plays a crucial role in the broader transformation of agriculture, and in the wider economy that benefits from improvements there. So university partnerships should have a bright future. | AR·SP |



by Dr. Jem Bendell

Professor of Sustainability Leadership and Founder of the Institute for Leadership and Sustainability, University of Cumbria Business School, Lancaster, UK.

The Partnership Revolution:

Reviving the Early Spirit of Innovation in Cross-Sector Partnering

Introduction

When asked to contribute to this issue of the ARSP, I first reflected on what it felt like when I began to work on cross-sector partnerships 20 years ago, and what this approach could mean today. In early 1995, I'd finished my undergraduate dissertation on the WWF 1995 Group, which was a partnership of around 50 companies committed to sourcing only wood certified by the Forest Stewardship Council (FSC). This led me to work for WWF-UK to create a standardised supply chain audit and reporting system for the companies. After that I worked with WWF International to conceive the Marine Stewardship Council (MSC). I was enthused by these new approaches, and quickly wrote a book with David Murphy, called "In the Company of Partners".¹ I advised, created and analysed partnerships over the coming years, writing two further books on partnering.²

Looking back, I remember that when I first started working on cross-sector partnerships, I did so, and many of the participants did so, because of a combination of personal perspectives that encouraged innovation. There was suf-



ficient self-confidence to break some norms about what was expected of an NGO staff member or business person. Now 20 years on, partnering is an established field of practice and research, as evidenced by the volume of literature covered in the ARSP. As so many NGOs and companies collaborate on projects, it may be difficult to realise how wacky this idea seemed to many 20 years ago. However, this original spirit of creative, audacious innova-



tion from 1995 has waned and partnerships have become a more conservative field which I fear could go stale and lose its relevance in the future.

Seeds of Conservatism

Although innovative at first, the field of cross-sector partnering always had the ingredients for becoming a conservative field—given the focus on large organisations and often involving efforts to create new governance bodies. As practitioners in civil society, in the mid-1990s we focused on big business, seeing their influence through their supply chains and consumer reach, and their apparent vulnerability to brand-bashing campaigns. As business people, and advisers to business, we focused on large NGOs with famous brands, which could help persuade our colleagues, suppliers, customers and others that we were serious about our sustainability commitment. Therefore most of the partnering involved larger so-called ‘incumbent’ organisations. The new initiatives we created as novel experiments with a hope of prefiguring a more participative form of international governance also then evolved to become large incumbent organisations. For instance, the two I was involved with, the FSC and MSC, became major multi-million dollar organisations influencing significant market segments. That was the plan, after all. The result of this convergence of large organisations is that the partnering agenda that emerged was a largely conservative one. Partnerships were not fundamentally challenging and transforming the underlying dynamics that might cause the social and environmental problems being addressed.

By the late Noughties, as limitations of market mechanisms for driving change towards achieving the public goals of sustainability became increasingly apparent, more focus was placed on how these partnerships could generate systemic changes, via influencing whole sectors, investors, and regulations. Therefore I thought it the right time to frame this insight with my practitioner-focused book “Evolving Partnerships”.³ I mentioned that supporting innovation can be one type of ‘third generation partnership’ aimed at systemic change, still focusing on large organisations as the key protagonists.

But what I did not look at, nor found in mainstream management literature or in conversations with practi-

tioners, was the question of whether partners were the most useful actors or partnerships the most useful arrangements for systems-oriented change efforts. I had a lot invested, emotionally and professionally, in the idea that partnerships could deliver meaningful change in the context of the scale and urgency of the challenges faced. Was I at risk of becoming ‘incumbent’? As specialist academics, are we all at risk of that?

Insights Beyond Partnerships

Integrating doubts or new insights into one’s professional work can take time. In my case, 2008 was a personal turning point, but it took three years to integrate this into my professional activities. One instigator of this personal ‘crisis’ was the Western financial crisis, which meant that I could no longer ignore the deeper questions about the design of capitalism—no longer seriously hold the view that it is something to address at some point in the future. Rather, attempts to shift economic systems at their root were something to more actively consider, pursue and analyse. I began to look more closely at the nature of our monetary systems, learning how banks create our money supply when they issue loans, and the various problems that system causes in economy and society.⁴

Another experience in 2008 challenged the view that large incumbent firms could drive much change after all. At the end of 2007 WWF-UK released a report I conceived and co-authored on the social and environmental performance of the large firms that own the world’s most famous luxury brands.⁵ The report was constructive, but did not avoid criticism. Most of the brands reacted defensively and embarked on extremely cautious and piecemeal engagement with consultants and NGOs. Like many who worked in partnerships, I had always argued for the ongoing role of NGOs as watchdogs, but yet again I was seeing the difficulty of a large NGO in playing that role, and how business reaction can be very cautious and ineffective. Yet this time there was a twist. During 2008 I was approached by lots of entrepreneurs, who had read the report and expressed enthusiasm about this overarching narrative and vision, as it connected with what they were trying to achieve with their own small firms. This led me to focus on the processes of ‘disruptive innovation’ and develop a theory of ‘elegant disruptions’ on how aspirations are key for many innovations to scale and challenge incumbent firms.⁶



Putting these two things together, I began to wonder how an entrepreneurial approach might drive change in, or provide alternatives to, our monetary systems. These were two very new areas for me, and so I 'outsourced myself' to India in late 2009 and created a pop-up social activist hub in Auroville with monetary activist and community currency innovator Matthew Slater. There I learned more about monetary systems, currency innovations, and the mechanisms of disruptive innovation. I also began consolidating my work on partnerships and corporate social responsibility (CSR), in preparation for "moving on" into new forms of work. Yet it took two years before I felt comfortable with emerging professionally on this agenda, when I gave a TEDx speech on The Money Myth. The speech now has been seen over 100,000 times on Youtube, but it did not resonate well with many of my existing clients and professional colleagues in the CSR and sustainability fields, who thought I was going into areas I was not expert in, and as they found my arguments incredulous (yes, banks create our money!). I'd finally traversed a professional tramline. More people now understand that money and currency is a relevant topic for debate and design, and so I'm considered less wacky than a few years ago.

Radical Partnering?

In an attempt to bridge this new focus with my previous work, in the introduction to my latest book "Healing Capitalism"⁷, I explore the case for why business leaders who are concerned about sustainable development could support fundamental monetary reform, and experiment with alternative currency systems. What might this mean for cross sector partnering? To explore that, I would like to return to the spirit of 1995. In so doing, we should recognise that most current partnering is conservative, and that even if promoting innovation, is still focused on incumbent large organisations, rather than start-ups and community networks. We should also recognise that there could be some incumbency in the research community on partnering that a spirit of 1995 would imply we break free from.

I suggest that practitioners should experiment with a new wave of revolutionary cross-sector alliances. In the spirit of 1995, these partnership ideas will be creative and experimental attempts to create major social change, and reject the dominant norms of what is expected of business, social activists and academia. As an action researcher, I see a role for academics in instigating such creative discussions and helping practitioners to experiment, rather than being neutral observers.⁸ An area that I have been exploring in recent years is the creation of local currencies. These types of small scale initiatives may sound strange to us now. The Marine Stewardship Council sounded strange to many people when I proposed it in 1996. Innovators don't spend time convincing people in order to be accepted as 'normal', but work to make manifest their visions.

Twenty years after I started my career in social and environmental change by working on cross-sector change, I advocate that those of us interested in this practice move beyond a focus on incumbent organisations, to catalyse and analyse partnerships between those that are not large, not established, and who can pursue a truly radical agenda to transform capitalism and governance. Although I still think existing partnerships can and should evolve to be more systemic and we can research their efforts usefully,⁹ the spirit of 1995 would suggest a very different approach today. A revolution in the domain of partnering, where different types of actors collaborate on projects that could radically transform today's form of capitalism, would constitute a partnership revolution, for both practice and research. | AR·SP |

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by Jill Bogie

*PhD Candidate, University of Stellenbosch Business School,
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A warm welcome to all the new members of the NPO-BUS Partnerships yahoo group! If you would like to be profiled here in the next ARSP, please make sure that you sign up as a member of our *yahoo group*.



LAURA PINCUS HARTMAN is Vincent de Paul Professor of Business Ethics, DePaul University in Chicago. Her research falls under the umbrella of a commitment to human dignity. She examines the process to inspire trust in corporate culture, with a specific focus on developing economies. Laura's main focus is on profitable cross-sector social partnerships, also in developing economies. With co-authors, she has written a book entitled, "Alleviating Poverty through Profitable Partnerships," along with related articles on the subject. Laura would welcome the opportunity to connect with other scholars in a more active capacity toward creating social impact in the area of poverty alleviation. While she has been focused on scholarship for 25 years, at this point, she would enjoy working with colleagues on the implementation of ideas, partnerships, collaborations, and creating synergies from networking towards effective social and economic gains.



ARNOLD SMIT is Director of the *Centre for Business in Society* and Associate Professor Extraordinaire at Stellenbosch Business School in South Africa. His current research interests revolve around the contextualisation and integration of ethics, responsibility and sustainability in management education and organisational life as well as leadership, sustainability and change in multi-stakeholder contexts. Cross-sector partnerships that he is involved in include an educational partnership for strengthening the capacity and resilience of the South African education system in rural schools; a research partnership for optimising the public value created by non-profit organisations; and an action research and learning partnership regarding the sustainability of SMEs in a corporate supply chain. The Centre for Business in Society is entering a new phase of its development in which the focus will be on running resilience laboratories on multi-stakeholder sustainability challenges.



CLAIRE THWAITES is the Managing Director of *Network for Business Sustainability South Africa* (NBS-SA), which is a collaborative partnership between the University of Pretoria's Gordon Institute of Business Science (GIBS) and the University of Cape Town's Graduate School of Business and is affiliated to NBS in Canada and NBS in Chile. NBS-SA is based at GIBS and is the first academic, cross-sectoral business collaborative of its kind in South Africa. Claire is also the Senior Programme Director of the Transnet Programme in Sustainable Development at GIBS, an academic programme aimed at mainstreaming sustainability into the curriculum taught at GIBS and raising the profile of sustainability within the business community. Claire is a Chartered Marketer (SA) and holds a Post-Graduate Diploma in Marketing Management as well as a BA Honours from the University of the Witwatersrand and a Bachelors degree from the University of Cape Town.



JEROEN FRIETMAN is the Senior Coordinator at the *Partnerships Resource Centre* (PRC) at the Rotterdam School of Management, Erasmus University. He is passionate about contributing to a more future-proof planet. He takes pride in being part of the Centre's mission to help build a more sustainable and inclusive world by stimulating all sectors –government, civil society and business– to act upon their responsibility in addressing societal issues. Jeroen will set up the PRC's international knowledge network to link professionals, academics, practitioners and policy makers around the world to address complex societal issues through cross sector partnerships. He also manages the NWO/WOTRO project «How can inclusive business strategies contribute to inclusive development in Sub-Saharan Africa?» It is a research consortium of over 30 partners broadly based in academia, the private sector and NGOs. Jeroen graduated with honours from Radboud University Nijmegen and specialises in American culture, history and politics.



KRISTY FACCOR is currently the Knowledge Director for the Network for Business Sustainability in South Africa (NBS-SA) where she oversees the development and implementation of the organisation's Knowledge and Impact strategy and flagship research projects. The projects are based on a unique collaboration model in which researchers work with senior managers and executives to devise, develop and deliver research on key business sustainability challenges. Kristy's current areas of research focus on business decision-making for sustainability including strategies to address complex social and ecological challenges and opportunities, such as global environmental change. She is a PhD candidate at the University of Cape Town Graduate School of Business, where her research draws on the role of cognition and cross-sector collaboration in addressing gaps in knowledge or action for systemic engagement. Kristy has a particular interest in multi-level and supply chain research as well as interdisciplinary research.



RIANNE VAN ASPEREN is a Researcher and Project Officer in the Partnerships Resource Centre. She assists with research projects, develops publications for practitioners and organises events and workshops such as the annual *Max Havelaar Lecture*. She is involved in the development of a *Wicked Problems Plaza*, which is a physical space and a theoretical concept for facilitating multi-stakeholder dialogues in order to deal with Wicked Problems. She helps both in the preparation and organisation of sessions and in the action research and theorizing about Wicked Problems and collaborative solutions, using insights and skills from Partnership Brokering and Appreciative Inquiry. Other research interests are partnerships within the field of development co-operation and the tension between a collective identity versus cultural diversity within partnerships. Rianne graduated from Tilburg University with a BSc in Organisation Studies and completed an interdisciplinary research master degree in social research at the Vrije Universiteit Amsterdam.



CHARON MARAIS is a PhD candidate in Transformational Governance & Sustainability at the University of Stellenbosch Business School (USB). Her research is part of a doctoral programme coordinated by the Transdisciplinary, Sustainability, Analysis, Modeling and Assessment (Tsama) HUB centre at the Faculty's *School of Public Leadership* (SPL), established to conduct applied solution-based sustainability research in the Stellenbosch area. She is actively engaged with stakeholders and initiated the Stellenbosch River Collaborative (SWC) as the catalyst, intermediary and convenor. She now manages the SWC with Green Trust funding, a WWF-SA/Nedbank initiative. Charon graduated with an MBA from the University of Pretoria and holds a Bachelors degree in Public Administration. Her research interests focus on social transformation using tools of engagement and community building to transform relationships with and around a shared ecosystem. Her research is about developing partnerships to solve intractable situations, especially in unfavourable, overtly adverse and uncertain situations.



JAKO VOLSCHEK is a senior lecturer in Environmental Finance and Environmental Sustainability at the USB as well as on other Masters programs in South Africa and France. He also provides training courses on behalf of USAID in Africa. He consults in the areas of energy, carbon trading and environmental sustainability. Jako has furthermore published in the areas of energy and sustainability, as well as microfinance. He is currently on sabbatical and is reading for his PhD in the area of environmental cooperation in the South African wine industry. The research focuses particularly on the value that emanates from cooperation initiatives that aim to address environmental issues. He would be interested to collaborate with researchers that are focused on similar research.



KRISTINE VAN TUBERGEN is a PhD candidate at the Partnerships Resource Centre at the department of Business-Society Management of RSM Erasmus University. She will focus on cross-sector partnerships for inclusive business, sustainable value chains and the added value of corporate sector involvement. One of her research topics is the **2SCALE** project, a large agribusiness incubator in Africa, connecting networks of small-scale entrepreneurs, farmers, suppliers, buyers and intermediaries in nine countries. This PhD research is a continuation of research she started at Eindhoven University of Technology and Open University of the Netherlands, targeted at projects involving partnerships in the Base of the Pyramid (BoP). She is particularly interested in longer-term corporate sector engagement and its potential contribution to value chain partnerships.



And here is some recent news of existing members of the community who have been doing some interesting things since they joined the NPO-BUS Yahoo group.



RALPH HAMANN is a Professor at the University of Cape Town (UCT) Graduate School of Business and holds a Research Chair with the UCT *African Climate and Development Initiative*. He teaches on business sustainability, social innovation, and cross-sector collaboration. His research group focuses on why and how organisations respond to complex social and environmental problems. Ralph is also Academic Director of the Network for Business Sustainability (South Africa), which bridges research and practice in pursuit of better-informed and more ambitious business leadership. He founded and chairs the *Southern Africa Food Lab*, a multi-stakeholder initiative in support of food security. Recent publications on cross-sector partnerships include a chapter in a book edited by May Seitanidi and Andy Crane, as well as a book called “The Business of Social and Environmental Innovation,” co-edited with Verena Bitzer and colleagues. Current work includes a paper focused on leaders’ responses to paradox in partnerships.



KEVIN MCKAGUE is an Assistant Professor of Strategy and Entrepreneurship, Shannon School of Business, Cape Breton University and Senior Fellow, *Center for Peace, Democracy and Development*, University of Massachusetts, Boston. His research in cross-sector partnerships focuses on social enterprise and NGO partnerships with companies in agricultural value chains in Africa and South Asia. Recently, he published “Making Markets More Inclusive” (New York: Palgrave) with Muhammad Siddiquee, which explores partnerships in the dairy value chain in Bangladesh as part of a Gates Foundation-funded initiative being led by CARE Bangladesh. Going forward, his cross-sector partnership research will be focusing on social enterprise business models and partnership networks for primary health care in South Sudan and other African countries.



HATEM GAFSI holds an M.A in “Management in Non Profit Organization” focusing on development cooperation and Good Governance from the University of Osnabrück, Germany. His M.A thesis dealt with the role of civil society on the transformation process in Tunisia. Hatem is now preparing his PhD proposal and looking forward to be supervised in a fully financed PhD position. He is especially interested in exploring if moral judgments can be important in the CSSP-process and how fostering the moral and democratic competencies of any person involved in a CSSP can be relevant for its success. Reducing unemployment in Tunisia and/or renewable energy are the main sectors in which he wants to conduct his research.

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by Dr. Arno Kourula

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