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Annual Review of Social Partnerships

An International Annual Edition on Cross Sector Social Partnerships with an emphasis on Nonprofit-Business Partnerships

ARSP 2012, 7th Issue

Annual Review of Social Partnerships

An International Annual Edition on Cross Sector Social Partnerships with an emphasis on Nonprofit-Business Partnerships

Issue No 7►October 2012. London-UK

Table of Contents

Editorial	3
My Collaboration Journey	5
Beyond Partnerships	7
Cross Sector Partnerships from around the World	8
Cross Sector Partnerships in the Philippines	9
Cross Sector Partnerships for Development in Colombia	10
Building Successful Partnerships	11
Implementing Agenda 21	12
Partnership Publications	14
Partnership Pedagogy Resources	21
Collaborating to Empower Collaboration	25
Partnership Events-Practitioner	27
Partnership Events-Academic	30
UNPOP News	34
New Members	35

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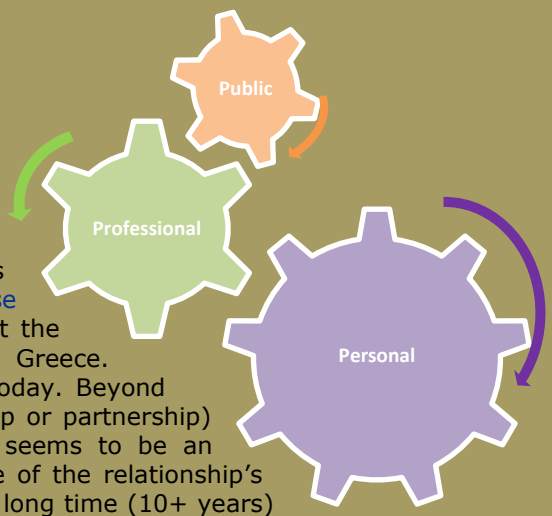
Editorial



By

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In my role as an advisor to AKRITAS PLC, seventeen years ago, (the biggest wood manufacturing listed corporation in Greece), we were considering developing a relationship with WWF Hellas for the protection of the Pygmy Cormorant and Lesser White-fronted Goose bird populations. This was a collaboration that by design aimed to benefit the environment and in particular the two bird species under protection in Greece. Despite the change in the form, the above relationship is still on-going today. Beyond categorising the relationship appropriately (e.g. donation, socio-sponsorship or partnership) and considering the contribution's value, the consistency of the action seems to be an important parameter with a high potential for positive impact, irrespective of the relationship's type and value. Without consistency, i.e. sustained and focused effort for a long time (10+ years) impact will never rise in the partners' or society's horizon. Moreover, sustained effort requires the private, professional and public spheres to connect as the cogs of a clock i.e. one clicking into the other for the entire system to function as a clock. Incompatibilities of the three spheres can lead to irresponsible behaviour in private, professional or public life which we witness across countries, sectors and industries. On the contrary when these spheres are aligned the insights and lessons from one sphere are beneficial for the other two. A new practice (such as partnerships) cannot change the malfunctioning social reality and will not deliver automatically the required changes. Independent thinking, radical policy, intelligent action, courageous decisions and willingness to admit mistakes are the most important means that the contributors of this issue suggest as the way forward.

The 'clicking of the cogs' is elaborated eloquently by Jonathan Doh's multidimensional account (p.4-5) demonstrating that consistency pays-off across all spheres. Frank de Bakker (p.6) raises important 'what if' questions urging us to consider untold partnership stories that can move us beyond the phenomenon itself. Stella Pfisterer (p. 7-9) brings our attention back to partnership models around the world highlighting the role of contextual factors in two countries: the Philippines (by Donald James Gawe) and Colombia (by Jimena Samper). Complementarities, economies of scale and leadership is Sebastian Buckup's (p. 10) answer for outstanding results in partnerships. Amelia Clarke (p. 11) is leading a research project on how local governance structures can help cities achieve sustainable goals by determining the connection between structural features and outcomes. Arno Kourula's 'Partnership Publications' section (p.13-19) presents 60 selected academic contributions in partnership research in 2011 & 2012. He is prompting us to a deeper investigation by asking our community to contemplate two key questions: 'what are the underlying assumptions of our research?' and 'what is the state of our field?' as a way to stimulate impactful research.

If you only have time to read one contribution of this year's ARSP make sure it is the interview of Sandra Waddock to Jennifer Leigh in her section 'Partnership Pedagogy Resources' (p. 20-25). The interview is future-focused demonstrating how the new required cross sector skills will be in high demand in the years to come and why. You can listen to the full interview in a podcast available on the CSSI Facebook page. Within the same section, David Graham Hyatt (p. 24-25), provides an answer for the required new skills by announcing a new for-credit Masters Certificate Programme on Cross Sector Alliances. The 15-hour Cross Sector Alliance Certificate programme was developed at the Sam M. Walton College of Business together with the J. William Fulbright College of Arts and Sciences at the University of Arkansas.

Jessica Mankowski's section on 'Partnership Practitioner Events' (p. 26-28) takes us around the world show-casing the most prominent partnership events in 2012: from Riot20+ to PRME in Australia. Marlene Le Ber, in her section of 'Partnership Academic Events' (p. 29-32) points to the determination of our community to collaborate with practitioners in moving the research agenda forward. Her section profiles partnership related events from the Academy of Management (AoM), the leading professional association for scholars dedicated to creating and disseminating knowledge about management and organizations (home to over 18,000 members of 109 nations). Within our community we seem to consider the Social Issues in Management (SIM) division as our AoM 'base' where we have the opportunity every August to exchange our partnership insights and research findings. Another such opportunity to meet with likeminded researchers and practitioners is the International Cross Sector Social Interactions (CSSI) Symposium. The section features the 3rd International CSSI Symposium in 2012 organised by the Partnerships Resource Centre at Erasmus University in collaboration with Hull University Business School. The Director of the Centre, Rob van Tulder is reporting on the Symposium and its main highlights. Our community is indebted to Rob van Tulder for hosting the best CSSI symposium thus far, giving us the opportunity to experience not only the exquisite facilities of Erasmus University, but also to enjoy first-hand Dutch hospitality. The next symposium in 2014 will be organised in Boston by Carlos Rufin and Miguel Rivera-Santos. Please follow the CSSI Symposia Facebook page or the NPO-BUS Partnerships Yahoo Group for the forthcoming Call for Papers. Following the Symposium, Rob van Tulder is leading a thematic symposium issue for the Journal of Business Ethics on 'Enhancing the Impact of Cross Sector Partnerships with co-editors Seitanidi, Crane and Brammer.

The news of the Nijmegen Partnership Programme, UNPOP, are summarised by the Chair of the programme, Pieter Glasbergen (p. 33), highlighting its strong PhD programme and collaborations. Finally, we bring partnership news and research from 17 colleagues around the world. If you wish to interact with them, announce a partnership event, find collaborators join the NPO-BUS Partnerships Yahoo Group.

On a personal note, the last two years I had the privilege of working, as Arno Kourula sums it up correctly 'with our hero', Prof. James E. Austin. It has been a great honour and an exceptional experience of learning, from his pioneering knowledge, distinctive skilfulness and his unparalleled wisdom. My personal experience is a further testimony to what Marlene Le Ber submits as the best way to learn in our profession: through the generosity of time and feedback of senior scholars in our field to whom we are grateful.

Finally, a brief note on the term: Cross Sector Interactions (CSI) that appears in the above text a few times. Observing the field for more than 20 years one realises the patterns that appear every time a new term emerges and prompts for 'different' action. Hence, it became apparent that there is a profound need for a distinctive and 'un-charged' term that will provide a wide enough spectrum to envelope past practices (e.g. philanthropy, socio-sponsorship, partnerships) as well as future ones that will emerge. The term Cross Sector Social Interactions was introduced for the first time in 2007 in the 1st International Scoping Symposium on Cross Sector Interactions which produced a report. In 2008 a call for papers announced a Special Issue on Cross Sector Social Interactions for the Journal of Business Ethics, which was followed by the 2nd International CSSI Symposium. The term, although not fully defined, seems to be well accepted as it allows us to move beyond the types of practices and capture the patterns that emerge. An open challenge remains to define and operationalize the term.

The 7th ARSP issue would not be possible without the dedication of the section editors who collect material throughout the year in order to present the most relevant, appropriate and useful partnership related content for you. Also we are grateful to all the contributors of this issue who generously share their insights. We are looking forward to your emails, contributions and comments in order to encourage communication for collaboration.

We hope the 7th ARSP will inspire & motivate you for more research and action in partnership! ◆

My Collaboration Journey



By

Prof. Jonathan Doh

Professor of Management & Operations
Herbert G. Rammrath Endowed Chair in International Business
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My first (adult) exposure to the nonprofit advocacy world was as a student in the early 1980s. I learned about an organization called NYPIRG– New York Public Interest Research Group. The "PIRGs" as they became known were spin-offs of Ralph Nader's Common Cause and designed to encourage broad civic engagement on public policy issues and challenges. The PIRGs engaged young people (often students) to go door-to-door and discuss pressing issues with communities (and also to raise money). Interestingly, my wife and I still get visits from (and donate to) PA (Pennsylvania) PIRG.

During my work for New York State government and in my M.A. studies I learned more about how NGOs influence the legislative process and are often the principal catalysts for major laws, such as New York 's "bottle bill" which required the re-use of containers. I do recall a contentious exchange with one of my (more conservative) supervisors about the issue of whether recycling and re-use was a legitimate role of government. How far we have come!

But it was really during my stint as a trade negotiator in the early 1990s working on the North American Free Trade Agreement (NAFTA) that I encountered NGOs in a meaningful way. I worked as a career (nonpolitical) employee, first under the George H.W. Bush Administration and then under President Bill Clinton.

The NAFTA agreement proper was completed under the former, but upon taking office, Clinton insisted on "side" agreements to address labor and environmental disparities between the U.S. and Mexico. Many of us who had been involved in the trade agreement resisted what we perceived to be an intrusion by NGOs and unrelated interests into the trade policy process. Slowly, however, I came around to the logic of accompanying trade agreements by environmental and labor commitments and, indeed, I am highly supportive of many of the efforts in bilateral, plurilateral and multilateral agreements that were stimulated by this pioneering effort under the NAFTA. Once I left government, I was able to more fully reflect on these issues and began developing a strong interest in business-NGO interactions (I had a longstanding interest in business-government relations).

During my PhD studies, I worked closely with Hildy Teegen, my then advisor and now Dean at the University of South Carolina Business School. Hildy had a strong interest in international development and we each urged the other to more fully explore NGOs in our research and teaching. At the same time, I came to know my now wife, who was (and still is) working as a freshwater biologist for the World Wildlife Fund. This confluence of events resulted in a series of publications and other contributions, all of which focused on the unique and delicate interactions among NGOs and companies in the global business environment.

Before we were married, my wife and I often had long discussions about our respective interests and beliefs. Initially, our views were often in conflict and we disagreed about many issues. Over time, there was a convergence of perspectives – not identical, but more similarity – as each of us developed a respect and even admiration for the other's opinions. To me, the "relationship" analogy, while somewhat of a cliché, continues to serve as a good metaphor for understanding the dynamics of cross-sectoral collaboration.

Hildy and I presented a paper co-authored with Sushil Vachani that argued for the inclusion of NGOs in international business studies at an Academy of International Business (AIB) "Frontiers" conference in 2003. Our arguments and analyses were met by considerable resistance, but we continued to press on. It is interesting to note that this year's conference theme for AIB is "Rethinking the Role of Business, Government & NGOs in the Global Economy". Again, we have come a long way!

Since that time, I have published a number of papers and books, and edited several journal issues that have examined various aspects of the NGO-firm dynamic, both collaborative and conflictual. I have worked with a number of co-authors, including Terrence Guay and Nick Dahan, and doctoral students, such as Arno Kourula, and have advised others on their research.

Along the way I have learned that this literature- and my own research- can be informed by a wide range of disciplines, including political science, in which where "interest groups" have been a subject of study, sociology, where social movements and their

organizational manifestations constitute a continuous research stream, and development studies, in which longstanding investigations about the potential spillovers of foreign investment to local communities and economies remain unresolved.
My research has explored the evolution of firm-NGO relationships, the role of "fringe" advocacy groups in influencing corporate behavior, and the simultaneous conflictual and collaborative interactions among a given firm and NGO. Recently, I co-authored a case on Oxfam's collaboration with Swiss Re to address food security brought on by climate change in East Africa. I have also incorporated cross-sectoral interactions in my teaching and executive development work, with surprisingly strong receptivity. One of the aspects of cross-sectoral research I enjoy most is that studying collaboration by engaging in collaboration (with co-authors, companies, and NGOs)!

My other professional and personal passion is international and cross-cultural management. In fact, most of my teaching and much of my research is in this area. I also have a multicultural family: my older daughter was adopted from China and my younger one was adopted from Vietnam (see photo). My wife and I chose adoption as a way to build our family because of our interest in-and concern about-global poverty, population and the environment.

I remain fascinated by the field-wide, organizational, and individual dimensions of the interactions among firms and NGOs. And I especially enjoy sharing my fascination with professional colleagues, many of whom have become friends. I expect this fascination –and the friendships associated with it- will continue to inform and enrich my research – and my life- for many years to come.◆

Selected Works

Articles:

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Dahan, N. Doh, J.P.,Oetzel, J., &Yaziji, M. (2010). Corporate-NGO Collaboration: Creating New Business Models for Developing Markets. *Long Range Planning*,*43* (2), 326-342.

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Yaziji, M., & Doh, J.P. (2009).*NGOs and Corporations: Conflict and Collaboration*. Cambridge University Press.
Doh, J.P., & Teegen, H. (Eds.). (2003). *Globalization andNGOs: Transforming Business, Government, and Society*.Westport , CT : Praeger Publishers.

Cases:

Building and Scaling a Cross-Sector Partnership:Oxfam America and Swiss Re Empower Farmers in Ethiopia (w/ T. London and V. Kilbarda). University of Michigan William Davidson Institute GlobalLens case 1-429-185.



Beyond Partnerships



By
Frank de Bakker
Associate Professor at the Department of Organization Sciences, VU University Amsterdam, the Netherlands

I was asked to briefly reflect on the notion of partnerships. This annual review of partnerships brings together research on a whole range of projects involving partnerships. Interactions between NGO's and business are an important area of research and the vibrant area of partnership studies provides lots of anecdotal evidence on what works and what doesn't in such partnerships. Conferences, be it academic, practitioner-oriented or a combination of both, are often organized and offer stimulating areas for debate and the media regularly pay attention to all sorts of partnerships. Despite the apparent popularity of this interaction between business and civil society, several difficult issues remain nevertheless. What if partnerships don't work? What if partnerships lead to the exclusion of other stakeholders? What if a partnership becomes dominated by one of the partners? What other means are available to understand the interaction between business and NGO's?

Within academia a growing line of research focuses on interactions between NGO's and corporations (cf. den Hond & de Bakker, 2007; Hendry, 2003; Yaziji & Doh, 2009); partnerships is one element in this research but there are other angles as well. To address the type of question raised, I offer some thoughts on the limits of partnerships and ways to overcome these, based on this growing literature. First, I argue that it is important to look *beyond* partnerships and to view them as (just) one of a range of tactics NGO's can deploy in trying to influence firms over all sorts of issues relating to corporate social responsibility. Partnership can be a relevant and helpful instrument in the development or maintenance of norms within an industry or organizational field but are an instrument not every NGO or every firm is likely to use. The more radical NGOs, the ones who see industry as part of the problem they address but not as part of the potential solution, will not be interested in working through partnerships. Yet, their efforts to raise awareness for their cause might help more reformist activists to enter the arena and to start working with firms, for instance through partnerships (see den Hond & de Bakker, 2007 for an overview of this argument).

When debates between NGO's and firms result in conflict, this often involves a series of interactions; a dialectic process in which actions from one of the parties involved invokes reactions from the other parties. This underlines the importance of tracing these interactions over a longer period of time and not to focus on the (successful) partnership interactions as such: how are these partnerships developed and how are they maintained. What happens if the initial objectives are met? Are the goals displaced or does the partnership end?

Third, quite some research on partnerships provides us with rich and relevant accounts of dyadic interactions between one particular firm and one or a few NGOs. Fair enough – we need descriptions of phenomena we observe and view as different from what we know. Yet, there are interesting questions behind this dyadic approach: how do networks of NGOs operate (de Bakker, 2012)? Do they coordinate their involvement and what determines whose role in such an interaction? Who is actually working with whom in stimulating, or maybe opposing, the formation of a partnership? What does that mean for the viability of the partnership?

Three questions aimed at looking *beyond* partnerships to determine how they fit in the broad scheme of NGO-business interactions, be it in terms of tactics, process or networks. Together, these questions ask what activists do, how they do it over time and with whom they interact. That leaves at least one question unattended: **why** partnerships? I think here the literature has provided numerous lists of reasons and it would be good to investigate why partnerships are selected as an appropriate tactic, which other tactics are deployed and who is involved in what role? Partnerships are a good starting point to start asking such questions! ◆

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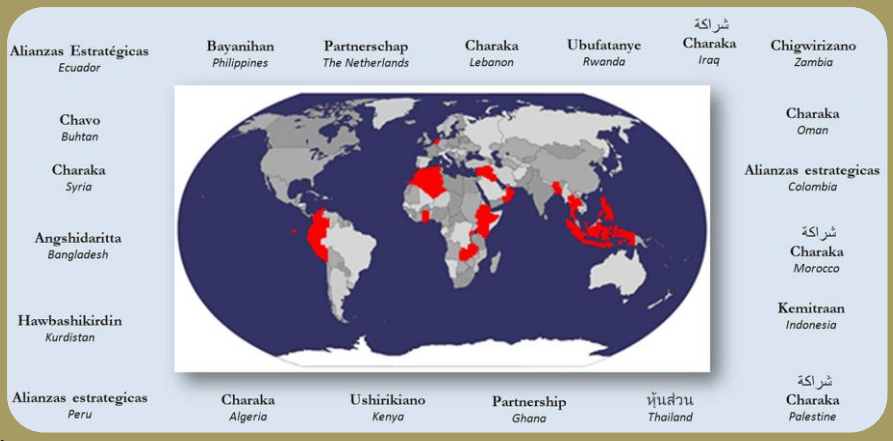


Cross-Sector Partnership Models around the World

By
Stella Pfisterer
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It is required to understand the institutional framework within which partnerships operate in order to research on partnership effectiveness in a specific context. Several studies showed that the situational context of partnerships comprises conditions that facilitate and/or constrain the emergence and performance of partnerships. A thorough understanding of the institutional arrangements in a country can either enhance (a) explanations of specific partnership features in a specific context, or support (b) suggestions that cross-sector partnerships have the capacity to change the 'institutional status-quo' and introduce change in traditional relationships between state, market and civil society.

As a first attempt to identify whether and how cross-sector partnerships express features of the respective collaboration culture of their situational context, the *Partnerships Resource Centre* reflected on partnership models in emerging economies around the world. A compendium has been developed which currently features 21 country factsheets with partnership models from Asia, Latin-America, North Africa, Sub-Saharan Africa and the Middle East. These country factsheets, written by partnership practioners, provide a personal impression of the author on the practice of cross-sector partnerships in his/her country.



The country factsheets highlight the institutional framework in the respective countries, with a particular focus on governance practices, legislation on partnerships and the (historical) relationship between state, market and civil society. They provide information on the dominant forms and types which partnerships adopt in the country under consideration and the typical characteristics of such cross-sector partnerships by reflecting on the roles of public sector, private sector and civil society when partnering. In addition, the main challenges of partnering are highlighted. The factsheets also highlight the priority issues and trends related to cross-sector partnerships in the respective country and feature some examples of cross-sector partnerships.

Two summaries of such partnership factsheets of the Philippines and Colombia are presented in this issue of the ARSP. The country factsheets will be available at the website of the *Partnerships Resource Centre* (http://www.partnershipsresourcecentre.org/). For further questions you can contact Stella Pfisterer (SPfisterer at rsm.nl). ◆



Cross-Sector Partnerships in the Philippines

By

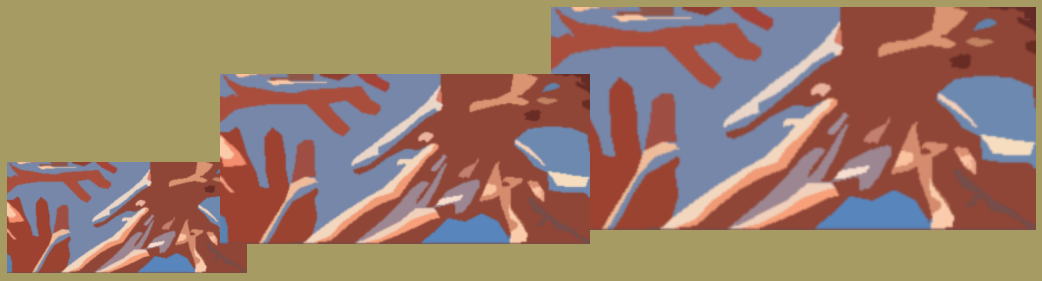
Donald James Gawe

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In the Philippines the term 'partnership' is closely associated with the traditional practice of *bayanihan* (mutual exchange), *pakikipagkapwa* (holistic interaction with others), *damayan* (assistance of peers in times of crisis), *pagtutulungan* (mutual self-help) and the western notion of *kawanggawa* (charity). In the Philippines cross-sector partnerships basically adopt three forms: (1) participation or representation of non-state actors in various planning and policy-making bodies which are mandated by laws (e.g. Regional Development Councils); (2) short-term activities and philanthropy; or (3) infrastructure public-private partnerships (PPPs). In particular the latter is a key strategy in development policy planning and has been endorsed by international donor agencies such as UNDP, the Asian Development Bank and the World Bank.[1] The Philippines was one of the first emerging economies adopting a comprehensive PPP legislation in 1990. In this context, PPPs refer to the modality of implementing public infrastructure wholly or partly by the private sector. These projects have helped the government to become more result- and performance-oriented.

In spite of the well-designed framework of institutions and processes for stimulating development processes, the Philippines faces major challenges which hamper the development planning process. These challenges encompass the decentralisation policy, the persistence of socio-economic imbalances across the regions, the need to address sustainable development due to rapid urbanisation and market-driven production decisions, persistence of structural problems such as low productivity of agriculture and industry and a weak science and technology base.[2] In addition, capacity constraints related to co-ordination and co-operation within and between political levels, funding shortfalls, as well as information and data gaps, hamper cross-sector collaboration at different levels.[3] One explanation may be that due to historical reasons there is still limited trust among the private sector and NGOs to partner with the government. Although there is a cautious but growing shift, it is suggested that improved transparency in and of PPPs may facilitate trust building among the societal actors. In addition, PPP appreciation varies by sector as well as geographical area. Thus, there is a need for intensified advocacy of cross-sector partnerships. Some business groups still prefer to practice corporate social responsibilities without government collaboration due to mistrust. This bears the risk of duplication of efforts.

In order to address these issues, the current administration of President Benigno Aquino III reaffirmed the importance of PPPs and has introduced some reforms such as the reorganization of the *BOT Center* into the *PPP Center*. The Philippine *PPP Center* is equipped with technical know-how in project development, and provides various services and assistance to implementing agencies, government-owned and controlled corporations, state universities, local governments and private sector in the development and implementation of critical infrastructure projects. The challenge remains to transfer this approach to cross-sector collaborations in other sectors than infrastructure development. ◆



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Cross Sector Partnerships for Development in Colombia

By

Jimena Samper

Peace and Development Consultant, *Colombia*
in collaboration with Judith Fraats and Stella Pfisterer, Partnerships Resource Centre

In spite of a history of serious internal armed conflict, Colombia shows sustained growth levels similar to other middle-income countries. However income is not equally distributed among the Colombian society: in 2009, 45,5% of the country´s population lived below the national poverty line.[1] Besides, and although the role of the government has increasingly become more significant throughout the last years, the state is traditionally challenged to manage the difficult geography and complex social-political problems of the country. This is the reason why both the private sector and the civil society play an important role in addressing many of the social and economic problems and injustices of the country.

In Colombia, cross-sector partnerships originated in the 1930's. The first well-known collaboration was set up by the *National Coffee Federation*, which started working together with the private sector and NGOs to benefit small coffee growers. In the 60's and 70's governmental organizations such as the *Instituto Colombiano de Bienestar Familiar-ICBF* (Colombian Family Welfare Institute) developed alliances with the private sector. In the 80's, PPP initiatives emerged particularly related to microenterprise development. In the last decade, cross-sector partnerships increased in many sectors with support of international donor agencies. Promising partnership approaches have been implemented by private companies. One example is the *Programa Nacional de Alianzas* (National alliance programme) lead by *Fundación Corona* in collaboration with the World Bank. Such cross-sector partnerships focus on reducing poverty, enhancing governance and building social capital.

Cross-sector partnerships in Colombia represent innovative and pragmatic solutions to the specific needs of Colombian society. However, collaboration between business, governmental agencies and civil society organizations is often constraint by political, economic, cultural and social factors. First, the institutional framework for partnering is characterized by the country's conflict-ridden history. Colombia represents a low-trust society where accountability and transparency often lack in conflict-affected regions.

According to *Transparencia por Colombia* companies identify violence as the prime, and corruption as the second problem in the country.[2] This causes businesses to be more reluctant to enter into partnerships with the public sector. Second, the lack of financial and non-financial resources at the local level, the political instability and corruption, often restrict the public sector to accomplish an active role in partnerships. This goes hand in hand with several law restrictions for the management and investment of public funds which create a barrier for the public sector to become actively involved in public-private partnerships. Third, although the Colombian Constitution of 1991 stipulates that the private sector must have a social function, and that civil society has a political voice, policies and enforcement mechanisms develop only slowly.[3]

Colombia provides some innovative examples of cross-sector partnerships, in particular, with private sector involvement in conflict regions.[4] Proper stakeholder management - the key to success in Colombia's turbulent social and political environment[5] - remains however a key challenge for cross-sector partnerships in Colombia. One approach to improve coordination of cross-sector initiatives was to set up the *High Counselor for Prosperity* in 2010 as the government's entity in charge of coordinating the country´s alliances that focused on reducing extreme poverty. Its mission is to integrate the initiatives of civil society, private sector and public authorities. The council works together with *Acción Social* (today Departamento para la Prosperidad Social: National Departament for Social Prosperity), and other public and private organizations on a plan called "*Plan Nacional para la prosperidad*" (National Plan for Prosperity) launched in 2011. ◆

Notes:

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Building Successful Partnerships

By
Sebastian Buckup
Director and Alumnus of the Global Leadership Fellows Programme at the World Economic Forum in Geneva, Switzerland, and Visiting Professor at the University of Geneva.

When our driver dropped us off in front of an unassuming office building in the centre of Addis Ababa I felt disappointed: this should be the *Ethiopia Commodity Exchange* (ECX), one of the hottest success stories in East Africa's fastest growing frontier economy? Founded in 2008, the public-private partnership is credited for no less than revolutionizing Ethiopia's commodity market: 80% of the country's coffee are currently traded on the exchange that aims to make commodity trading more transparent, efficient, and reliable. The impact of the platform on farmers and traders is impressive: today, coffee farmers receive 70% of the final price - up from 38% before - and contract default rates have fallen from 67% to zero.

At the entrance our delegation was greeted by Eleni Gabre Madhin, the CEO, who prior to funding the ECX held senior positions in the World Bank and the Geneva based International Food Policy Research Institute. After an obligatory coffee break, the energetic woman led us to the trading floor where the shouting and gesticulating of exporters and producers in front of a large digital board rapidly turned my disappointment into disbelief: how did Eleni and her team build up this powerful platform in less than four years? Of course there is no simple answer to that; yet still, I would argue that a rarely discussed triad of factors constituted an important driving force: *complementarities*, *scale economies* and *leadership*.



Complementarities: in 2008, the Ethiopian government passed two laws to establish the exchange and its regulator; in return, the private actors developed amongst others a quality control system, warehouse operations, a financial clearinghouse, and an electronic market data system. Less than two years after the launch, the government replaced an outdated 1960 legislation and thus transferred the entire coffee trading to the ECX; in return, the private stakeholders quadrupled warehouse capacities, hired staff, added partner banks, added 400 limited members, developed software, and so on. My recent book 'Building Successful Partnerships' refers to such complementary arrangements as *Expedient Alliance Partnerships* arguing that these are more likely to succeed than simple *More is Better Partnerships*.

Economies of scale: today, the ECX has more than 7800 clients represented by 243 members. To become a member, a lump sum payment is required: in February 2008, the first 100 member seats were sold at USD 5,000; in the first auction of membership seats at the end of 2009, the average membership price already had increased fourfold; the highest bid was USD 310,000, 62 times the initial seat price offered 18 months before. The rationale behind this exponential increase must be attributed to network and scale effects: the more members are on the exchange and the higher the trading volume, the more valuable the membership. Positive economies of scale are everything but common in cross-sector partnerships: many partnerships I came across in my research start off with high ambitions but then fail with scale.

Leadership: no doubt, the spike of the membership price is an impressive demonstration of scale effects; however, these effects were not there from the beginning but had to be initiated through deliberate acts of leadership: the decision to sell membership at a discount to attract a critical mass of traders is such an act. Another example is the USD 9.2m start-up loan by five international donors which later got topped up to almost USD 30m by the World Food Programme and the EU. The donor money was used for the hiring of international and local staff and to make some of the initial investments mentioned above.

Back in the car to continue our journey to the offices of UNDP - one of the 'seed investors' of the ECX - something became clear to me: none of the three factors above would have been sufficient all by itself; complementarity paired with diseconomies of scale (*e.g. due to poor technology*) would have limited growth perspectives significantly, economies of scale with supplementary contributions would have made the partnership vulnerable to '*beggar thy partner*' behavior, and leaders who invest into partnerships that don't benefit from scale risk throwing their funds into a bottomless pit.◆

Implementing Agenda 21 through Local Agenda 21s:
An International Study to Improve Collaborative Governance Structures and Green Economy Outcomes








Research Team from left to right: Dr. Amelia Clarke – University of Waterloo, Canada; Dr. Lei Huang – Dalhousie University, Canada (and China); Dr. Valéry Michaux – Reims Management School, France; Dr. M. May Seitanidi – University of Hull, UK; Dr. David Runnalls – CIGI and Sustainable Prosperity, Canada; Megan Meaney – ICLEI (International); Adriane MacDonald – PhD student, University of Waterloo, Canada; Allan Taylor – MES student, University of Waterloo, Canada; Hoaze Chen – MEAS student, University of Waterloo, Canada; Asadul Hoque- Post Doctoral Fellow, University of Waterloo, Canada.

Agenda 21, was one of the outcomes of the 1992 United Nations Conference on Environment and Development (UNCED), "the Rio Earth Summit," a comprehensive plan for global, national, and local action on sustainable development. Twenty years later the 2012 United Nations Conference on Sustainable Development (UNCSD), "Rio+20", is focusing on a "green economy" agenda. The goal of this research project is to help local governments around the world more effectively implement Local Agenda 21s (LA21s) -- or other community sustainability plans -- and transition toward a local green economy. The project focuses on innovative collaborative governance structures, thus contributing to the implementation of global environmental governance agendas and informing future international policy discussions. The project has 3 phases:

Research Phase 1: Qualitative Research
The first phase of this project involved three qualitative studies on LA21 structure and outcomes in the Canadian context. In 2010 Amelia Clarke (Principal Investigator) completed the first study entitled *Implementing Regional Sustainable Development Strategies: Exploring Structure and Outcomes in Cross-Sector Collaborations* for her doctoral studies. Two academic papers are available from this research, the first on partnership implementation, the second on collaborative strategic management. In addition a practitioner guide is available. In early 2012 Adriane MacDonald completed the second study entitled *Community Collaboration for Sustainability: Incentive and Disincentives for Partner Organization Engagement in Collaborative Community Sustainability Strategies,* which has already been published as a practitioner guide. In mid-2012 Allan Taylor finished the third study entitled *A Study of Indicators, Domains, and Scoring Methods for use in a Canadian Community Sustainability Indicator Framework.* Further publications from these three studies are in progress. In addition, a comparison is being conducted between these Canadian findings and similar research conducted by Valéry Michaux in France and Belgium.

Phase 2: Quantitative Research – starting Spring 2012
This second phase was launched in June 2012 at the ICLEI World Congress and at Rio + 20 in Brazil. The press release of the launch is available along with a feature on the research. This phase of the project begins with a pilot survey that will be tested in Canada. The final part of this project involves data collection using a survey instrument that will be administered internationally through ICLEI. Results will be released as they are ready, though the project completion is expected in 2014.

Implications
In essence this study will consider how local governance structures can help cities achieve sustainability goals by determining the relationships between the structural features and the outcomes achieved. Local governments and their partner organizations can organize themselves in different ways based on their priorities, but some models are better than others for reaching sustainability goals. For example, the Canadian research shows that a framework for implementing a collaborative strategy should include features such as a collaborative oversight entity, a monitoring system, and a communications system. Eventually this international study will produce results that will help communities design collaborative governance structures to meet their sustainability goals and partner organizations' desired outcomes.

If you are interested in finding out more about the study, please visit: http://www.cigionline.org/CRP/Agenda21 for research updates. Alternatively, if you would like to get in touch, please contact: Dr. Amelia Clarke, email address: amelia.clarke(at)uwaterloo.ca

The presentation of the above research project presentation is adapted from:
http://www.cigionline.org/CRP/Agenda21 and http://uwaterloo.ca/environment/news/rio20-team-making-urban-economies-greener

Partnership Pioneers



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Uncovering Assumptions & Assessing our Progress as a Community

By
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During 2011 and 2012, a number of important publications on cross-sector interactions and partnerships have come out. While 2010 saw the publication of special issues in journals such as *Journal of Business Ethics*, *Business & Society* and *Business Strategy and the Environment*, the interest in cross-sector issues across various disciplines has not faded. The cross-sector partnership community is benefiting from the richness of insights from fields as diverse as strategic management, organization theory, environmental studies, business ethics, development studies, public policy, psychology and sociology, among others.

In this section, recent publications including peer-reviewed articles, books, and book chapters published in 2011 or 2012 (or currently in press) in the field of cross-sector partnerships (with a strong emphasis on the business-NGO interface) are listed. The section was compiled through information requests using mailing lists as well as key word searches of databases. Thus, the list should by no means be considered as a comprehensive account of available recent research.

In last year's ARSP, some recent contributions were mentioned according to the level of analysis: Micro-level studies focusing on individuals' cognitive and relational aspects, meso-level management of inter-organizational relationships, and macro-level studies focusing on specific institutional contexts. Each of these levels of analysis has benefited from more attention and especially the meaning of partnerships' value creation has been explored further. Austin and Seitanidi (2012a; 2012b) synthesize their review of the field into a new framing they call the Collaborative Value Creation Framework. This is a significant advance for our understanding of the outcomes of collaboration across sectors. Last year's review section ended on questions related to the need of theoretical consensus and our ability to analyze the complexity of partnerships. Related to these endeavors, two questions come to mind while reviewing recent literature: 1) What are the underlying assumptions of our research? 2) What is the state of our field or community?

The first question arises from a project I have been privileged to take part in. Laasonen et al. (2012) reviewed 199 articles on cross-sector interaction in an attempt to explicate the taken for granted assumptions in our research. Each of us has a specific conception of actors in different sectors and an implicit model of their interaction in mind when we conduct research and trying to tease these out from existing research has been highly interesting.

In terms of the second question, it is clear to anyone who has taken part in recent cross-sector conferences that the community of scholars interested in partnerships has strengthened. As a personal note, these conferences have felt like an academic home for a researcher who does not pay too much attention to the boundaries of academic fields and who is interested more widely in the impact of his research. In line with Hambrick and Chen's (2008, Academy of Management Review) ideas of how academic fields develop, we can evaluate our own success as a community, field, or interest group. The community has differentiated itself by focusing on a growing and interesting phenomenon in a multi-disciplinary way. Focused conferences and special issues have helped us mobilize. Legitimacy is achieved through conducting high quality and impactful research and celebrating our heroes such as Professor James E. Austin. The hard work of dedicated individuals and great research from ambitious scholars will make the community of cross-sector scholars thrive in the future.

I look forward to receiving your forthcoming publications in order to include them in the 2013 ARSP and to see how this community develops. ◆

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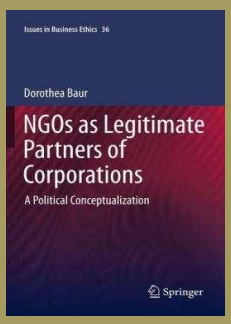
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The interaction between corporations and non-governmental organizations (NGOs) has become an important topic in the debate about corporate social responsibility (CSR). Yet, unlike the vast majority of academic work on this topic, this book explicitly focuses on clarifying the role of NGOs, not of corporations, in this context. Based on the notion of NGOs as political actors it argues that NGOs suffer from a multiple legitimacy deficit: they are representatives of civil society without being elected; the legitimacy of the claims they raise is often controversial; and there are often doubts regarding the legitimacy of the behaviour they exhibit in putting forward their claims. Set against an extended sphere of political action in the postnational constellation this book argues that the political model of deliberative democracy provides a meaningful conceptualization of NGOs as legitimate partners of corporations and it develops a conceptual framework that specifically allows distinguishing legitimate partner NGOs from two related actor types with whom they share certain characteristics but who differ with respect to their legitimacy. These related actor types are interest groups on the one hand and activists on the other hand. In conclusion it argues that a focus on the behaviour of NGOs is most meaningful for distinguishing them from interest groups and activists.



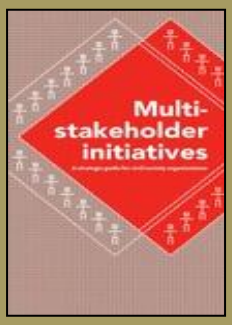
Bendell, J. 2011. *Evolving Partnerships: A Guide to Working with Business for Greater Social Change*. Sheffield: Greenleaf: 1-160.
Partnerships can work, but can they work better? This accessible guidebook distils the author‘s key learnings on the advanced strategic planning of cross-sectoral partnerships. Evolving Partnerships provides a rich and accessible mix of commentary, boxes for clarification, and 11 exercises to help the reader evolve partnering to achieve a wider level of impact – a level that responds to the scale, depth and urgency of the challenges we face today.
Web: http://greenleafpublishing.wordpress.com/2011/09/27/evolving-partnerships-a-guide-to-working-with-business-for-greater-social-change/



Buckup, S. 2012. *Building Successful Partnerships. A Production Theory of Global Multi-Stakeholder Collaboration*. Springer: Dordrecht: 1-304. Multi-stakeholder partnering is the 'new mantra' of policy-makers around the globe. Yet our understanding of what drives success and failure in these institutions remains incomplete. This publication introduces a production theory which describes how contributions to a partnership translate into results. It shows that *technology* and *ownership* are important determinants of the complex dynamics in multi-stakeholder partnerships: technology matters because it defines the actors' individual *returns on partnering*; ownership matters because both overall investment level and the distribution of contributions influence the partners' incentives to collaborate or defect. Across four technology dimensions - input relations, total scale effects, total factor productivity and productivity relations - the study makes propositions on how technology, leadership and governance should be aligned to make partnerships work.
Web: http://rd.springer.com/book/10.1007/978-3-8349-4064-3/page/1



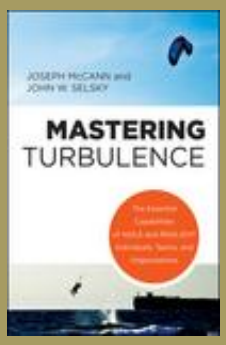
Desivilya, H. S. & M. Palgi. 2011. *The Paradox in Partnership: The Role of Conflict in Partnership Building*. Bentham eBooks (eISBN: 978-1-60805-211-0).
The purpose of the book is to elucidate the paradoxical nature of partnerships. These alliances on one hand are designed to promote collaboration between individuals, groups and organizations, but on the other hand, the processes of their formation and maintenance entail continuous engagement with competitive orientation, power struggles and conflict. The book intends to integrate theoretical frameworks with praxis, as reflected in a variety of organizational, community and national contexts.
Web: http://www.benthamscience.com/ebooks/9781608052110/index.htm



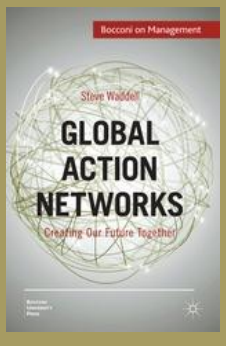
Huijstee, M. van. 2012. *Multi-stakeholder Initiatives: A Strategic Guide for Civil Society Organizations*. SOMO Center for Research on Multinational Companies: Amsterdam: 1-72.
The rationale for civil society organisations (CSOs) to engage in multi- stakeholder initiatives is to influence corporate activities to move in a more sustainable direction. Over the past 15 years, CSOs, which include non-governmental organisations (NGOs) and trade unions, have been involved in many different initiatives involving multiple stakeholders. This guidebook takes stock of the experiences they have gained and identifies lessons they have learned in the process. The aim is to strengthen the influence of CSOs in multi-stakeholder initiatives (MSIs). This guide is intended for professionals working for CSOs and participating in MSIs. It provides strategic perspectives for action and highlights critical issues to address when participating in MSIs. It is based on extensive research and experience gathered by SOMO over the years.
Web: http://somo.nl/publications-en/Publication_3786



Hull, R. (Ed.), J. Gibbon, (Ed.), O. Branzei (Ed.), & H. Haugh (Ed.). 2011. *Dialogues in Critical Management Studies v. 1: The Third Sector*. Emerald Books: Bingley, UK: 1-318.
The Third Sector is of increasing economic and political interest but has been relatively ignored by Critical Management Studies. The Sector includes charities and a range of organisations such as non-governmental, nonprofit, voluntary and community, but also those trading for a surplus but with prominent social commitments, such as housing associations, credit unions, worker or consumer co-operatives and social enterprises. This book presents cutting-edge international research from a variety of critical perspectives. The chapters include case studies from Japan, South Africa, Canada, Denmark, France, Wales and England, as well as a number of theoretically-based explorations of key issues in the analysis of the Third Sector. The chapters have been developed from presentations and lively discussion at the Critical Management Studies Workshop, Montreal, August 2010. "DCMS" is an innovative series applying Critical Management Studies to tightly specified topics. Each chapter is followed by a 1,000 word Commentary from a fellow contributor to the volume, and each volume is the product of a collaborative and developmental workshop.
Web: http://books.emeraldinsight.com/display.asp?isb=9781780522807



McCann J., & J. W. Selsky. 2012. *Mastering Turbulence: The Essential Capabilities of Agile and Resilient Individuals, Teams & Organizations*. Jossey-Bass: San Francisco, CA: 1-272.
Rapid and disruptive change threatens the adaptive capacity of organizations, along with the individuals and teams leading them. Based upon over a decade of global research and consulting, Joseph E. McCann and John W. Selsky outline five capabilities highly agile and resilient systems must possess. They must be: Purposeful, Aware, Action-Oriented, Resourceful, and Networked. In addition the authors illustrate how these capabilities can be assessed across four levels—individuals, teams, organizations, and their business ecosystems. The goal is to develop these capabilities in tandem so that the individual, team, organization and ecosystem have High AR—not just greater agility or resiliency, but both high agility and high resiliency.
Web: http://www.josseybass.com/WileyCDA/WileyTitle/productCd-1118164830.html



Waddell, S. 2011. *Global Action Networks: Creating our Future Together*. Palgrave Macmillan: New York, NY: 1-256.
Traditi onal approaches are proving inadequate to address big global challenges such as climate change, inequality, war, disease, and environmental degradation. Over the last 20 years, a new strategy with multi-stakeholder global change networks is providing a robust alternative. These Global Action Networks (GANs) are a new type of organization, as different from non-profits, governments and businesses as those are from each other. They hold potential to become a major global governance form for the 21st century. Examples include the Global Compact, Transparency International, The Climate Group, Social Accountability International, the Principles for Responsible Investing and the Global Reporting Initiative.
Web: http://us.macmillan.com/globalactionnetworks/SteveWaddell

Section Editor



Leadership & Collaboration

By

Dr. Jennifer S.A. Leigh

Associate Professor of Management, Nazareth College of Rochester, School of Management, Rochester, NY

Welcome to the Partnerships and Pedagogy Section of the ARSP! This section provides pedagogical materials and scholarship of teaching and learning (SoTL) resources for those teaching about cross sector partnerships (CSPs) both inside and outside the academic classroom. Potential topics for this section include, but are not limited to, issues and opportunities of teaching partnerships around the world, large-scale CSP pedagogical initiatives like the Principles for Responsible Management Education (PRME), website reviews, CSP related experiential exercises, specific CSP modules or courses, resources focused on the undergraduate, graduate, executive or practitioner populations, or specialized topics such as leadership and collaboration.

This edition's section continues to explore CSP leadership and management education by interviewing Dr. Sandra Waddock and profiling the newly announced Cross Sector Alliance Certificate developed by Dr. David G. Hyatt. Waddock is full professor at the Carroll School of Management at Boston College and is considered an international expert and thought leader in responsible management education, corporate citizenship, and cross sector partnerships. Her interview, in print and in podcast format, covers a broad range of topics from CSP leadership skills to provocative ideas of how the 21st century managerial reality challenges the tradition approaches to management education. Hyatt is a Clinical Assistant Professor of Supply Chain Management at the University of Arkansas' Sam M. Walton College of Business. His work focuses on helping the communities of scholarship and practice in understanding and achieving joint environmental, social, and economic success through partnerships. Taken together these contributions offer complementary macro and micro perspectives on CSP education: Waddock provides us a high-level view of the field and Hyatt shares with the readers a unique curricular innovation with his cutting-edge interdisciplinary cross-sector certificate program.

I welcome receiving your resources related to partnerships teaching and pedagogy at: jleigh4 at naz.edu so that they can be included in the next ARSP.

Educating Future Leaders in Cross-Sector Partnerships: a Cure for What Ails Traditional Management Education

Dr. Sandra Waddock is the Galligan Chair of Strategy and Professor of Management at the Carroll School of Management, Boston College, Chestnut Hill, MA, USA. In this interview she shares her ideas about how cross-sector partnerships (CSPs) impact management education in numerous ways: from classroom assignments at the micro level, in course design at the meso level, and through curriculum reform at the macro level. Waddock's perspective on CSPs challenges some traditional pedagogical practices and provides a constructive and holistic approach for addressing the longstanding critiques leveraged against management education. In the interview Waddock outlines the business case for CSP education; specifically, we are experiencing three critical trends that precipitate CSP demand: the blurring sector boundaries and the emergence of the 4th sector, the increasing connectivity and the enduring societal challenges of our shared wicked problems like global climate change, poverty, ecological decline. She believes that management education needs to train future leaders in fundamental partnership skills like interpersonal & self-awareness, visioning skills, listening skills, and system thinking skills to prepare for this increasingly interconnected reality. These new partnership competencies directly challenge our traditional pedagogical practices. Waddock shares her ideas on how incorporating CSP education can transform the traditional teaching relationship. She offers insights on how to redesign the classroom by creating engaging practice fields and she elaborates on the deeper impacts CSPs have for management education curriculum at the graduate and PhD levels.

The following dialog with Waddock highlights why cross sector partnership education is essential for the next generation of leaders. What follows is an abridged excerpt of her interview with ARSP and a podcast of the full interview will be posted on the Cross Sector Social Interactions facebook page in the following weeks. In this extended audio conversation Waddock discusses the topics below, as well as her approach to designing CSP content for courses (including an exercise using TED talks), how we can begin educating students for wisdom, and offers encouragement for faculty to pursue personally meaningful and relevant research.

Jennifer Leigh (JL): Why should management education be concerned with cross-sector partnerships?



Sandra Waddock (SW): Well, today they are the wave of the future. The boundaries that used to be clear between sectors are rapidly eroding and in some cases it is hard to tell an entity is a business entity or a social entity or they can be quasi-governmental entities. So understanding how these new organizations operate becomes a critical skill. You have all kinds of organizations: social entrepreneurial, non-profit, non-profit adopting business methodologies. The boundaries are getting more eroded. There's a group that's talking about something called the 4th sector. You have people like Jed Emerson talking about "blended value." You have people like John Elkington talking about triple bottom line, so all of these suggest that there are big changes taking place.

The boundaries that used to be clear between sectors are rapidly eroding and in some cases it is hard to tell an entity is a business entity or a social entity or they can be quasi-governmental entities. So understanding how these new organizations operate becomes a critical skill. - **Sandra Waddock**

Of course, communication technology allows us to cross boundaries really easily—wherever we are, whoever we are in society—so the pure form that we used to think of as a business, the non-profit, or the government entity, I think, is going to become less pure over time. [The] one other factor … is increased recognition that the types of problems we face—sustainability problems, ecological problems, many of the social problems—are wicked problems. These wicked problems cannot be resolved by one actor or one institution. They need collaborative efforts of many; these types of problems increase the demand for these types of CSPs.

JL: What do you believe are the most important skills and sensibilities for those engaging in cross-sector partnerships?

SW: When we think about leaders we typically think of the heroic leader, someone who decides what we are going to do and guides people. That kind of leadership is fine in an emergency, but it is not effective in collective types of entities. So obviously if you are going to work in a multi-sector alliance of some sort and in institutions where the boundaries are coming down, you have to have the ability to collaborate with people. You need to have high interpersonal skills, what Goleman talks about as emotional intelligence. You need a lot of self-awareness, so that you are aware of your impact on others. You need to be able to create a vision that you can get others to buy into. You also need to have very strong listening skills, so that you can hear what other people are saying and adapt in the moment to the new ideas that come in, because the "my way or the highway" kind of thinking just does not work in these kinds of enterprises.

You can add on to that self-awareness an awareness of the system and how the system works, so that the skills involved in what's called "systems thinking" become crucially important. I don't think that we do a good job [with the latter] since we tend to teach discipline-based subjects. We don't do a good job of teaching people the kind of system diagnosis skills and systemic thinking that is really necessary for dealing with these kinds of issues that require collaborative approaches.

JL: How do you think teaching CSP content and skills requires unique or additional competencies from us as faculty?

SW: We have to lead. To educate means "to lead out." If we sit or stand in our classrooms at the front of the room and preach to people, "Here's what you need to do," that is not going to show them or give them the kinds of practice that they need. If you think about how you learn anything—if you think about how you learned to ride a bike, if you learned how to write an article, if you learned how to make a presentation, [or] public speaking—you didn't do it by just listening to someone talk. You did it by practicing!

The traditional ways of teaching that rely on me, the instructor, having all the knowledge and conveying that somehow to the students just don't work when we are thinking about the kinds of competencies that our students will need. We need to become more facilitators of learning and understand that it is the learning that takes place in the students, not somehow in our head or by dumping our minds into their minds so that somehow magically they are going to be able to do the things they need to do. We need to find ways to give them practice fields. We need to find ways to have them engage with each other

Questions Management Educators Should Be Asking Themselves about CSP Competencies

- Do our graduates understand the different "languages" of sector?
- Do they have the interpersonal skills, the system thinking skills, and the listening skills to hear what colleagues and cross-sector partners are saying?
- Do our graduates understand differences in culture: organizational, sectoral, and national?
- Do they have the ability and patience to work on an unstructured problem in order to come to the best kind of solution?

in the classroom and co-learn. We need to be willing and able to co-learn with them, which means that we have to be able to admit that sometimes we don't know the answers and that perhaps our students might have better answers for some of the questions we raise than we do. We need to be in questioning mode, not answering mode.

JL: I imagine for some people reading this would be asking, "Okay how exactly do you do that in your classroom?" Can you give us a couple of examples of how you do this? How do you design your courses to support students who can engage productively in CSPs in the future?

SW: I almost never lecture, which I'm sure some of my younger students find a bit frustrating, because the other thing we've done [in higher education] is to train students to think that "teaching" is people conveying knowledge to them. If you go into a classroom with a list of questions or a dialog-based or experiential-based classroom. it can be very frustrating [for some students].

Take the case method, and I do still use some cases. I seldom teach them "straight" the way a lot of people do. I don't expect that one student will stand up and have the answers and then I'll go to the next student and the next student. What I'll often do is break students into groups and have them discuss a problem or an issue and then I'll either bring them together to present what they thought about or perhaps create a role play or some sort of activity where they can begin to share as if they were in the situation. You can't get the classroom to be the real world experience, but you can try to model some … activities that happen in the real world. That's how I approach teaching using the case method.

Also, I've developed over the years, or stolen from people, a whole variety of experientially-based activities. I use things like movies and I have students critique them. I try to have students do projects that, as much as possible if they are [working] MBA students, relate to their own organizations not just some book knowledge.

I haven't given an exam in years because in the kinds of courses I teach, Business & Society courses, I don't care if they memorize who all the stakeholders are or some definitions or things like that. It doesn't matter. What I want them to be able to do is think through the kinds of problems that they as managers are likely to face and to be able to have some competencies in approaching those problems: thinking about those that come from some experience of grabbling with them and arguing with people about them and having had intensive conversations about them. I try to set up those types of situations in the classroom and in finals, which I do give, often as memos or similar assignments that force them to apply what they have learned.

JL: Do you have any advice about how to fit CSP content into the mainstream management education curriculum?

SW: You need to hire faculty who have that kind of background, I think, and deploy them effectively. Then you need to give them opportunities to incorporate this thinking in the curriculum, like with any other curricular development, unless you are going to totally overhaul your curriculum, which I actually think needs to be done in many places. Still, I have been on curriculum revision committees and I know how hard that is, so unless you are going to revise curriculum, then you probably start with someone who has the skill set to do this type of work, offering either capstone types of courses or cornerstone courses.

We have what [at Boston College] we call cornerstone courses that are the starting classes at the undergraduate level and they can give a broad perspective, into which collaborative type content could fit, or capstone courses can also do that. Or you can incorporate content starting with electives and then try to build up enough electives to be a maybe concentration in an area. That would be another approach, more incremental, if you didn't have a faculty or a dean who was willing to push the [CSP] agenda forward. Again, with all the incentives pointing in the opposite direction, it's hard to get published in this arena, as you are well aware, especially in the top tier journals. So that makes it more difficult for people to be trained in this area, despite this is what the world needs.

There is a group, 50+20 that is working with PRME and Global Responsible Leadership Initiative (GRLI) to try and rethink how management education ought to be offered around issues of leadership and issues in society. They have been trying to develop ideas about the kinds of skills that are necessary for all types of collaborative work. In fact, they have developed this notion of the collaboratory that would incorporate the hands-on activities where students or faculty and students come together around real problems and issues that are being faced [where] they have to diagnose the problem and try to figure out what to do about it.

This process is going from what Cheit called "problem-finding" to "problem-solving." It contrasts with us handing students a problem that is already defined for them in a package. [With the latter] they just find the right tool and solve the problem. That's not how problems come to us. If we are going to give students the kinds of skills they need, they need to do that diagnostic step too.

We can do some of that in our classrooms, if there is a hands on project. Here [at Boston College with the MBA consulting projects] you can ensure that some of your students are working on projects with organizations that are spanning across boundaries and that gives them the kinds of experiences that will stand them in good stead later in their careers. What we will see in careers is increasingly that people are going from one "sector" to the next sector. They might start out in business, serve a little time in a non-profit, do some government work, go back to business, start their own company, because

careers are multiple these days. People don't spend 40 years in one career anymore. They are going to need those cross-boundary skills increasingly.

JL: You've discussed undergraduate and graduate education in relation to CSP competency, how do you think PhD students should be trained differently given the increasing importance of CSPs in society?

SW: I would train PhD students multi-disciplinarily. I would introduce them to some of the liberal arts. I think that if you bring in people who have been educated in narrowly specialized undergraduate curricula, for instance undergraduate business education or some sciences or engineering, they need to be broadly exposed to the issues of the world: to literature, to drama, to poetry, to music, to social and ecological issues. [This is] in addition to the skills they are going to need as a manager or professor of future managers. So they still need to know accounting and marketing and all of those things, but as future PhD graduates they are also going to need a broader understanding of the larger system. They need to know where the organization and discipline they are interested in fits into the larger context of the business and how business itself fits into its larger industry environment and how that industry environment fits into society and how society fits into nature.

Waddock's CSP Leadership Skills List

- Interpersonal & self-awareness skills: utilizing emotional intelligence
- Vision development skills: creating the direction
- Listening skills: adapting to feedback
- System thinking skills: diagnosing the whole system

CSP Instruction Skills

- Facilitating learning, not "dumping" knowledge
- Becoming co-learners with our students
- Admitting we don't know everything
- Developing practice fields for students
- Engaging questioning mode, not answering mode
- Encouraging "problem-finding" diagnosis before problem solving

We can't do that with a strict disciplinary emphasis, so somehow we have to think about PhD education as getting people to tackle and think about big, real-world questions and have the personal courage to do that. Doing all that requires changing our evaluation system for faculty, so we are acknowledging real world impact and not just citation counts. How many managers have you accessed? Do you write a blog? Can you translate what you've written here in this academic article so that a manager can understand and use it? If you've done that, did the manager find what you did useful?

We have not developed the kind of criteria at this point that would allow us as faculty or PhD candidates to be able to do that, but that is something I think we need to begin seriously thinking about. A systemic revolution is going on. If you think about what the world needs and what we are doing now [in academia], there is a big disconnect. How do you bring that disconnect together?

JL: Following that disconnect, although less valued by academia, why do you think there is such an increased interest in this practice side of CSP at this point in time?

SW: There are a couple of main reasons. One is the growth of connectivity [through] the internet which connects us instantaneously, and allows us to see, wherever we are, problems in a different way. The other is increased awareness of the nature of the problems we are facing. Take sustainability as the primary example, climate change or sustainability. In fact, you don't have to be a climate change believer to think that sustainability is a problem, because every ecological system we have is on the edge of collapse. We have 7 billion people in the world today. The media and the instantaneousness of information, allows many more people to see [the challenges] and that creates [an awareness about] how are we going to deal with that?

Government alone can't and business alone doesn't have the incentives, non-profits don't have the resources—how are we going to do it? Maybe those groups ought to get together. So I think there is a natural coalescing that has come about, along with a huge rise in the number of non-governmental organizations (NGOs) over the past 50 years that pushes us in this direction because people in NGO's are raising these issues and people in business and people in government are being forced to listen.

Plus, the internet has created transparency for all organizations, whether or not they want it. It's not like you can sit behind what they used to call "the corporate veil" and do what you want to do without people noticing it. It only takes one employee to go on a blog or go on Facebook and put something out there about your company and you can have a serious problem on your hands.

That greater degree of transparency forces companies to be out there and it diminishes the boundaries because though I am an employee in one context, I am also a person who is an activist in another, where I might be writing on my blog something that is negatively reflecting on my company. If my company wants to deal with that and understand the activist piece—whether it's an employee or someone else—the company has to engage with that non-business entity, whether it's government or a nonprofit organization. That creates the ground for collaboration [or conflict]. That ground for collaboration is very fruitful because when people start to talk to each other, they can begin to understand each other and then work together. It's a process.

JL: What questions should management educators ask themselves given this shift towards CSP engagement-whether it's forced or developed authentically and responsibly?

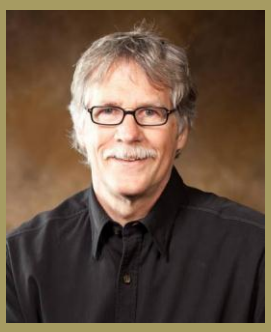
SW: If you know that your graduates are going to have to go out there and interact with people who are very different from themselves, and if you are in business,

you are going to have to be interacting with people from NGOs and people from very different parts of the world who have very different cultural backgrounds—I think we have to ask ourselves are we preparing the people we are graduating for that world? There is so much diversity, so many different systems, so many ways of thinking about things and it isn't like one way is dominant. Can they think systemically about this reality? Do they understand differences in culture? Do they understand different types of languages? I'm not just talking about "languages" (i.e., French and Russian), but that non-profits, businesses, and governments all speak different languages.

Do they have enough knowledge of these different incentives and languages, the different types of orientations within these types of entities that they can actually communicate with people who come from a different sector than themselves? Do they have the interpersonal skills, the system thinking skills, the listening skills to hear what people are saying? Do they have the ability and patience to work on an unstructured problem in order to come to the best kind of solution for that problem, even when it's not clear, as with wicked problems, that there will ever be an exact, proper, wonderful, and perfect solution?
And when they have to move the system towards a better situation that it's currently in. Do they have the patience to do that? ●

These are poignant questions to reflect upon. In this interview Waddock outlined a tall order and the pressing need for radical change in management education—particularly at the graduate and PhD levels. By understanding the business case for CSPs education we are forced to examine our own skills as professors to provide our students the knowledge, skills, and ability in an area where nearly none of us received specialized training or coaching. She challenges us to think deeply about the world we are preparing managers to enter—one with radical transparency and connectivity, wicked problems, and serious ecological peril. Her discussion about curricula orientation, PhD training, and disciplinary distinctions outlines higher education's structural barriers to training students for this new 21st century reality and should give us pause for thought.

Likewise, her approach to designing creative classroom experiences should challenge us to push the pedagogical envelope more given how high the stakes are regarding social, economic, and environmental problems. We are thankful to Sandra for her thoughts on the power of cross sector partnerships and how CSP content knowledge and process skills can help support the much needed transformation in management education. ◆



Collaborating to Empower Collaboration: An Academic Approach

By
Dr. David G. Hyatt
Clinical Assistant Professor of Supply Chain Management, Sam M. Walton College of Business at University of Arkansas

Faculty of the Sam M. Walton College of Business and the J. William Fulbright College of Arts and Sciences at the University of Arkansas are jointly offering a new for-credit masters certificate program—Cross Sector Alliances: Public, Private and Nonprofit Collaboration—aimed helping future managers from different types of organizations to better work together.

The Cross Sector Alliance Certificate prepares students for a workplace in which they will be interacting with other sectors in joint projects or initiatives. Accordingly students must understand the financial, accountability and general management challenges of the different sectors. In addition, the program also prepares students for work in different sectors and builds skills not addressed in standalone programs. For instance, business classes in entrepreneurship have great relevance to nonprofit startup. In general, students will gain a fundamental knowledge of within-sector management issues, how they relate to cross-sector management and governance, and will be able to apply this understanding in practical scenarios.

Core Classes	Elective Classes (Current-Choose 1)
PLSC 5193 Seminar in Public Administration	MGMT 5313 Strategic Management
PLSC 5133 Management of Service Sector Organizations	PADM 5823 Grant Writing for the Social Sciences – Spring
WCOB 5843 Cross Sector Collaboration for Sustainability	MGMT 5223 Managing and Leading Organizations
MGMT 5213 Business Foundations for Entrepreneurs (core requirement for Fulbright students only)	PADM 584V Special Topics in Administration: Issues in Service Sector Management – Spring
PADM 584V Special Topics in Administration: Issues in Service Sector Management (core requirement for Walton College of Business students only)	

As such, the 15-hour certificate program is unique in that it combines existing classes from the M.B.A. and the M.P.A. programs and gives students the opportunity to "learn the language" of the other sector. The purpose of Cross-Sector Collaboration class is to introduce students to settings wherein collaboration between sectors is viewed as essential to address social and environmental problems. Students from either program may elect into the certificate, whose content and outcomes will be continuously

assessed by the two lead faculty from each school (Hyatt from Walton and Professor Margaret Reid from Fulbright). The initial structure for the certificate is presented in the table.

The genesis of the program derived from the fact that individuals from organizations in different sectors are increasingly working together on social and environmental problems, and that doing so is often problematic. But more specifically, this author interviewed the director of an international development NGO who said that, "…in our work we found that people are actually just not trained to be able to bridge across disciplines and speak the relevant languages. And that's utterly learnable. But you spend a few years in graduate school learning one jargon and that's all you know." That led to discussions in 2009 between the business faculty and faculty in the public administration and political science departments who unanimously supported the program and identified additional positive outcomes as described above. As the objectives of the program were established, the faculty realized these objectives could be realized with curriculum already in existence with the exception of one course—Cross-Sector Collaboration for Sustainability.

The new course, Cross-Sector Collaboration for Sustainability, was developed by the author to provide students with exposure to concepts and experiences relating directly to sustainability partnerships, and is open to all university students masters and above. The class is primarily case-based but includes guest speakers. Offered in the spring of 2012, speakers included Beth Keck, Senior Director of Sustainability at Walmart and Michele Harvey, Sr. Project Manager, Retail, at the Environmental Defense Fund who together addressed the class as a partnership. Similarly, Jeff Rice, Director, Sustainability at Walmart and Jon Johnson, Professor and Co-Director of the Sustainability Consortium, jointly addressed the class on the multistakeholder effort of the Consortium.

The learning objectives for the class are aimed at building a skillset for understanding and potentially engaging in cross-sector arrangements:

1. Understand the problems of collective action in the production of public goods (in this case, sustainability), and mechanisms by which actors seek to overcome those problems in cross-sector collaboration.
2. Understand typologies, theories and concepts being applied in the area of collaboration as a means of developing, analyzing and implementing strategies for cross-sector collaboration.
3. Apply these frameworks from the perspectives of managers in business and nongovernmental organizations to the actions currently being taken in pursuit of competitive advantage and environmental and social objectives.

The class is conducted in three modules across 15 class periods. In order to establish a baseline for understanding the difficulties of sustainability and because the fisheries problem is particularly well-suited for this purpose, the class begins with the FishBanks simulation (board game) and continues with the analysis of several cases relating to fisheries. The three modules of the class as described in the syllabus are:

1. The Sustainability Context—in this part of the class we will explore contextual antecedents for interorganizational collaboration for sustainability, including an in-depth exploration of sustainability, systems thinking, and issue of collaboration.
2. Managing Collaboration—we will explore cross-sector collaboration from the perspective of business managers who may find themselves in a 'sticky wicket' balancing economic, social and environmental goals. We also consider the perspectives of nonprofit managers who also find they must balance multiple objectives, including meeting social objectives, legitimacy, and accountability. Along the way, we take a critical approach to collaboration, seeking to understand its problems and pitfalls, incorporating sector differences that, in practice, may be difficult to overcome.
3. Scaling up—closing the loop on the earlier sections, we will explore cross-sector collaboration strategies for sustainability in the context of scaling up. How can partnerships evolve to produce benefits for large segments of society, both in the developing and developed world?

The full syllabus and course schedule are available from the author on request. For more information: http://waltoncollege.uark.edu/directory.asp?id=dhyatt

A basic question underlying efforts to address pressing social and environmental problems facing humankind is, "are we doing enough considering the scale of the problem(s)?" Sustainability thought leaders and practitioners alike suggest that massive cross-sector collaboration is required—single-sector solutions will not be effective [1-3]. That the Fulbright College and Walton College have united to offer a joint certificate aimed at developing a workforce better able to engage in such collaboration marks a turning point for both schools, demonstrating that faculty from palpably different perspectives *can* also collaborate for the betterment of society. ◆

Notes:

1.Zadek, S., *The civil corporation*. 2nd ed 2007, London: Earthscan.
2.The Consumer Goods Forum, *2020 future value chain: Building strategies for the new decade*, 2011, Available at: http://www.futurevaluechain.com/: Paris. p. 68.
3.Senge, P.M., et al., *The necessary revolution: How individuals and organizations are working together to create a sustainable world*. 2008, New York: Doubleday. 406.

Section Editor



Practitioner Events

By
Jessica Mankowski

As a child, I had a mushroom-style haircut, round glasses, a wardrobe consisting primarily of sweat suits and loved fantasy novels. At one point I also had a double retainer. I learned early on that predicting and understanding people's motivations was a key to self-preservation. Building and sustaining partnerships with allies, and in some cases with unlikely individuals, increased my ability to be resilient in the face of constant change.

Managing and mitigating risk on the school-yard through alliances evolved into an interest in cross-sector partnerships. As I became aware of a wider world, environmental issues in particular caught my attention as especially interesting. They seemed particularly important, and particularly sticky. The need to keep our communities, our countries and our planet healthy and productive is of obvious importance to most people everywhere. But how to get individuals, organizations and countries with often conflicting positions on the same page around what matters and what needs to be done is less clear. How can we work together, regardless of where we live, to ensure our resilience as a species and as a global community?

Below are a few conferences that aimed, at least in part, exploring some of these questions. If you did missed these conferences the descriptions and links will give you the opportunity to find out more. If you have any comments or suggestions for this section for the next ARSP please don't hesitate to get in touch to let me know of your practitioner forthcoming conferences & events: jessica.mankowski (at) gmail.com ◆

Event title: Partnership Forum at Rio 20+ United Nations Conference on Sustainable Development
Location: Rio de Janeiro, Brazil
Date: June 20-22nd, 2012 (with lots of pre and post events)
Organizer: United Nations
Additional information:
http://www.uncsd2012.org/rio20/index.php?menu=36



Description: Partnerships for sustainable development have a special character; they are voluntary, multi-stakeholder initiatives specifically linked to the implementation of globally agreed commitments in the Plan of Implementation of the World Summit on Sustainable Development (WSSD) (Johannesburg Plan of Implementation), Agenda 21 and/or the Programme for the Further Implementation of Agenda 21. However, these partnerships are not a substitute for government responsibilities and commitments; they are intended to facilitate, strengthen and expedite implementation by involving those relevant stakeholders that can make a contribution to sustainable development.

Partnerships Forum was be organized at Rio+20. The Forum consisted of highly dynamic and interactive sessions to highlight the significant contributions of partnerships to the implementation of sustainable development.
Drawing on a decade of valuable lessons learned and experiences since WSSD, the Forum also aims to identify and showcase dedicated partnerships to facilitate the implementation of priority actions aimed at being agreed at the Rio+20 Conference as well as strengthen this collaborative mechanism to make it an even more accountable vehicle for implementation. Drawing on a decade of valuable lessons learned and experiences since WSSD, the Forum also aims to identify and showcase dedicated partnerships to facilitate the implementation of priority actions to be agreed at the Rio+20 Conference as well as strengthen this collaborative mechanism to make it an even more accountable vehicle for implementation.

Event title: Partnerships 2012: NGOs and Business
Location: Copenhagen, Denmark
Date: June 10-12, 2012
Organizer: Cophenhagen Business school and partners
Contact: info@partnership2012.com



Description: Copenhagen Business School organized an international partnership conference with participation of some of the world's leading experts from business, NGOs, and Academia. The objective of the conference was to disseminate knowledge about innovative, cutting-edge partnerships, stimulate match-making between businesses and NGOs, and communicate the newest research findings on international partnerships practices.

The conference included some of the following activities:
- Key note speakers from the business and NGO world.
- Lectures by world's leading academics in business-NGO partnerships
- Case studies of innovative business-NGO partnerships.
- Panel debates with participation of leading experts on business-NGO partnerships.
- Parallel sessions on specific challenges/opportunities for business-NGO partnerships.
- Presentation of systems, tools, and guidelines for managing business-NGO partnerships.
- Platforms for businesses and NGOs to promote their own partnerships ideas and practices.

You can watch clips from the conference here:
http://www.partnership2012.com/
You can take a partnership 'test' on the conference website. The test was developed when the Strategic Partnering Taskforce at the Office of the Deputy Prime Minister (UK) commissioned the Nuffield Institute for Health to develop this Assessment Tool.
http://surveys.efficiens.nu/s3/ASSESSING-STRATEGIC-PARTNERSHIP-ps

Event title: 2nd PRME Australia/New Zealand Regional Meeting
Location: Brisbane, Australia
Date: Sept. 27th-28th, 2012
Contact: PRMESecretariat@unprme.org
Additional info: www.unprme.org/events/index.php?eventid=181

Description: The mission of the Principles for Responsible Management Education (PRME) initiative is to inspire and champion responsible management education, research and thought leadership globally.

The PRME are inspired by internationally accepted values such as the principles of the United Nations Global Compact. They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century.

In the current academic environment, corporate responsibility and sustainability have entered but not yet become embedded in the mainstream of business-related education. The PRME are therefore a timely global call for business schools and universities worldwide to gradually adapt their curricula, research, teaching methodologies and institutional strategies to the new business challenges and opportunities. Bringing together academic and industry representatives, this meeting provided a platform for collaboration and partnerships, as well as a vehicle for the exchange of good practices and experiences in embedding PRME. The institutional and operational capacities needed to promote and advocate for responsible management education, will also be discussed.

Event title: Partnering for Global Impact
Date: July 9-10th, 2012
Location: Lugano, Switzerland
Contact: Maia Rene at mrene@ebdgroup.com
Organizer: EBD Group
Additional information:
http://fightpoverty.visibli.com/a87fba24826ec081/?web=12613e&dst=http%3A//www.ebdgroup.com/pgi/index.php



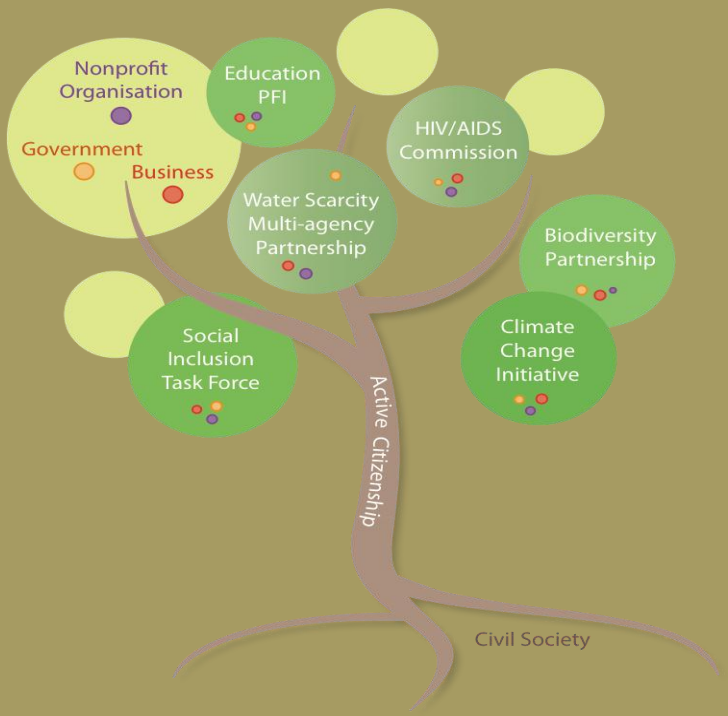
Description: Partnering for Global Impact is a new partnering conference to facilitate transactions in social investing and philanthropy through one-to-one meetings between investors, philanthropists and social enterprises.

Partnering for Global Impact aims to become the leading and most innovative forum for the social impact community to partner, identify and generate investment and funding opportunities, attract capital to the sector and shape public opinion. The goal is for this annual event is to evolve into an open and dynamic ecosystem to scale global impact. Ten years ago there seemed to be little going on in Canada in terms of research or conferences dedicated to cross-sector partnerships. Thankfully, that's no longer the case, and cross-sector partnerships, social innovation and environmental entrepreneurship are researched and featured in events across the country.



Event title: Social Innovation Summit: Cross-sector Partnerships
Date: May 16th, 2011
Location: Toronto, Canada
Organized by: The Government of Ontario and SiG@MaRS
Additional information: http://www.marsdd.com/videos/entries/social-innovation-summit-reflections-from-thought-leaders

Description: The Building Partnerships for Social Change summit was presented by three ministries of the Government of Ontario dedicated to promoting open communication with Ontarians and finding new ways to bring about social change. It provides an opportunity for business, government and community leaders to learn about social innovation, build partnerships and move forward with new solutions. You can follow the link to watch videos of keynote speakers and partnership experts, available on the MaRs site. The summit was presented in collaboration with SiG@MaRS.



Section Editor



Academic Events

By
Dr. Marlene Le Ber
Assistant Professor & Associate Director, Schulich Interfaculty Program in Public Health at Western University

Prior to entering doctoral studies, developing Industry Relations was among my responsibilities as a senior manager for a Health Research Institute. At first, I assumed that the rapidly increasing number of companies engaging with the institution backed by millions of dollars to support our collaborative work meant that I was very good at my job. But I began to wonder if I was tapping into something that I didn't really understand. "Our company credo" was the answer to my questions about their involvement by one company, another claimed "corporate social responsibility," and yet another that they didn't have the knowledge and expertise (ok they actually said that they normally acquire/buy companies to grow in an area and they couldn't buy us, a nonprofit research institute – they had already checked into that!). But why some partnerships blossomed and grew stronger and others just fizzled out was even more puzzling. Thus began my research in cross-sector partnerships during my doctoral studies. But it was the year 2006 and it was gently suggested that I should look at strategic alliances as public-private partnerships (as I then called them) was not a topic of research within a business school and certainly not within strategy.

So, I was excited to find opportunities to meet other academics studying cross-sector partnerships at the Academy of Management Professional Development Workshops and then the International Symposium on Cross Sector Social Interactions. Not only is the dialogue stimulating at such meetings but also the community amongst scholars studying cross sector partnerships. More senior scholars are so supportive and generous with their ideas and feedback. More junior scholars are keen to help the growing community by assisting in the coordinating and organizing of the meetings. Also, unique to this community is the real desire to ground the research together with practitioners and thus the meetings are a blend of academics and practitioners. If you have not been able to participate in any of these meetings, I would highly recommend any of the following ones.

If you have any additional academic conferences or meetings regarding cross sector partnerships, please do let me know at marlene.leber (at) schulich.uwo.ca ◆

2012 Academy of Management, Boston
Professional Development Workshop (PDW)

Cross Sector Partnerships in Healthcare:
Pushing Boundaries: Cross-Sector Partnerships in Healthcare.

Organizers of this annual PDW: Marlene J. Le Ber, Western U.; Oana Branzei, ; Eric C. Martin, Bucknell U.; and David Graham Hyatt, U of Arkansas.



The fourth annual Professional Development Workshop was held in conjunction with the Academy of Management conference on Friday, August 3, 2012, 8:30AM - 12:30AM at Marriott Boston Copley Place in Boylston, Boston, MA.



As in previous years, this PDW continued to use real time dynamic interactions between academics and practitioners

to ground our conversations. A panel of GE Healthcare and its nonprofit partners from both emerging markets as well as more developed markets joined the conversation to allow the PDW participants to delve deep into individual cases as well compare topics across cases.



Given the history of cross-sector partnerships within healthcare, the numerous types of partners and stakeholders, and the potential impact of these partnerships – the context of healthcare is ideal in studying how boundaries are challenged through cross-sector partnerships. Boundaries in markets, in policies, in development work, in financing and in perspectives of innovation were explored. The topic of this year's PDW was once again engaging and thought provoking deliberately focusing on deepening the scholarly conversation about cross-sector partnerships. This PDW has become a gathering place for a growing community of scholars who enjoy coming together.



For more information contact please contact Marlene at marlene.leber(at) schulich.uwo.ca
http://meeting.aomonline.org/2012/

2013 Academy of Management Africa Conference
Johannesburg, South Africa
January 7-10, 2013

The organizers include: African Track Chair: Ralph Hamann, University of Cape Town; Northern Track Chair: Johanna Mair, Stanford University

The purpose of this conference is to bring Africa's unique capabilities and needs to the attention of the world's organization and management scholars and at the same time, to provide an opportunity for interested colleagues to collaborate and work on the many interesting theoretical and practice problems presented in Africa.

If it can be said that the average conference is all about collaborators sharing the answers to their research questions, this conference is oriented more toward discovering questions worth asking and then building the collaborative relationships to answer them. Much of our time will be spent together exploring and experiencing many of these capabilities and challenges first hand. Each participant will spend one and a half days "in the field" directly experiencing South Africa and the phenomena that interest them. Four conference themes will orient that exploration. Track 1 is Navigating Institutions: Business, Government, and Civil Society and invites papers that examine questions such as: How can public - private partnership mitigate risk in areas with weak states? What are the motivations, forms, dynamics, and both intended and unintended consequences of such partnerships?

http://meeting.aomonline.org/international/southafrica/index.php/conference-tracks/track-1-navigating-institutions-business-government-and-civil-society



2012 3rd International Symposium on Cross Sector Social Interactions
Rotterdam, The Netherlands
May 24-25, 2012

The organizers: The Partnerships Resource Centre, Rotterdam School of Management-RSM in collaboration with Hull University Business School
Sponsored by: The Academy of Business in Society-EABIS; Dutch Ministry of Foreign Affairs



Making a Difference: Enhancing the Impact of Partnerships for the social good

By
Prof. Rob van Tulder
Professor of International Business-Society Management, Department of Business Society Management, Rotterdam School of Management (RSM), Erasmus University



THE PARTNERSHIPS RESOURCE CENTRE

On 24-25 May the Partnerships Resource Centre (PrC) at RSM Erasmus University Rotterdam, in collaboration with Hull University Business School, hosted the 3rd international symposium on Cross Sector Social Interactions (CSSI). The chosen theme was "Making a Difference - Enhancing the Impact of Partnerships for the social good". Following the two

previous CSSI symposia, the 3rdInternational Symposium on CSSI took up one of the most important challenges of contemporary partnership research: how to approach the 'impact' question. The symposium brought together researchers as well as practitioners from a variety of areas. Compared to previous CSSI symposia, the third symposium added an extra day in order to allow for interactive sessions consisting of presentations by scholars, practitioners and PhD students. All participants agreed at the end of the symposium that its aim to support efforts of institutionalizing this area of research and further contributing to the creation a well-functioning international community of scholars and practitioners, had been achieved.

Under the competent chairing of Prof. Andrew Crane, almost all keynote addresses started from the necessity of partnerships stemming from single sector failure to deal with so called 'wicked problems'. Consensus matured that partnerships are not a luxury but a necessity. In the keynote addresses on the opening day a variety of important functions of cross sector partnerships were stressed, such as: The question of collaborative value creation (Jim Austin); Enhanced systems resilience, including the need for more diversity and collaborative leadership (Sandra Waddock); Collaborative design and the predictive value of older insights (Nigel Roome); The increasing reliance on Public-Private partnerships in official development aid (Martin de la Beij, Director Ministry of Foreign Affairs, The Netherlands); The changing sources of legitimacy in the sectors and the role of employees (Ans Kolk); The importance of partnership portfolio management for firms, governments as well as NGOs (Rob van Tulder); The role of partnerships in the community development strategy of firms (Patrick Villemin, director of Heineken); The strategic challenge of managing an expanding partnership portfolio (Johan van den Gronden, director of World Wildlife Fund).

Taken together, the keynote addresses (slides available on the PrC website) thus delineated a broad future agenda for scientifically and societal relevant research in the area: (1) the importance of addressing more head-on the 'wicked problems' for which partnerships are intended; (2) the importance of more multi-disciplinary, multi-level approaches; (3) the value of cross-fertilization between practitioners and scientists; (4) the usefulness to develop new concepts and research angles and (5) the increasing need to deal with the issue of 'impact'.



Three main research tracks were covered in the second day: impact, development and concepts (Frames and Forms). Interactive panels were organized around the themes of partnerships in fragile states, international governance and impact measurement. Each of these panels managed to bring together a number of leading scholars from around the world and practitioners from the Netherlands. More specialized workshops were organized around themes like value chains and skills. Each of these sessions resulted in vibrant, involved and expert discussions.



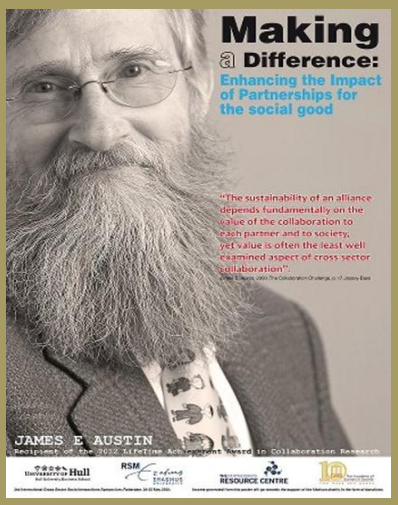
Despite a wide range of presentations and discussions, including: Dealing with turbulence and the importance of building field capacity (Selsky, Burtch); Taking global value/supply chains as increasingly important level of analysis (Glasbergen, Schouten, Borman); Partnerships as co-creation of dynamic capabilities (Bitzer) or as factor influencing MNE and NGO capabilities (Doh); A large variety of impact discussions: both conceptual (Le Ber, Peterman, Koroula, Levitt) as empirical (Stadler, Ahen); Partnerships under governance problems (Utting, Selsky, Pfisterer) among others there are issues that remain unresolved. Particularly telling on the state-of-the-art on the general theme of the symposium was the discussion in one panel between specialists on impact measurement. The panel concluded that we are still at the start of coming to solid monitoring and evaluation techniques to measure the various dimensions of impact of partnerships. Witness the opening slide of Ruerd Ruben (director of the Dutch official evaluation organization). The issues that Ruben found particularly difficult included: Additionality (valid counterfactual?); Market distortions (e.g. market-conform pricing & competition); Proportionality (public share); Multiplier effects (synergy); and Cost effectiveness ($ per labour place). Jim Tanburn (director of the DCED, the OECD evaluation organization) stated that there are competing definitions of partnership effectiveness. This was further supported by Karen Maas (specialist in social impact measurement), which in turn creates considerable problems for the users of impact studies, as was explained by Henk Van Trigt (ministry of Foreign Affairs). Tanburn quoted a director of the Bill and Melinda Gates foundation stating that "development community's failure to learn is not a failure of evaluation on or measurement more broadly, but instead a failure of strategic clarity".



Symposium Highlights…

> The Routledge Best Paper award in social partnership went to Greetje Schouten, Pieter Leroy and Pieter Glasbergen for their paper "On the deliberative capacity of private multi-stakeholder governance: the Roundtable on Responsible Soy and Sustainable Palm Oil".

> James Austin (emeritus professor from Harvard Business School) was the first recipient of the Life Time Achievement Award in Collaborative Research. The laudation as well as his acceptance speech can be found on the PrC website. Austin used the occasion of the Award ceremony (high in the sky at the Rotterdam Euromast) to introduce seven additional 'Cs' to his original work. A poster was created that raised approximately $1,000 that was offered to the charity of choice of Prof. Austin 'Conservation and Environmental Education Project of San Pablo Etla' in Mexico. The Conservation and Environmental Education Project involves collaborators from multiple sectors including government agencies, corporations, foundations, nonprofits, and the village community. The award will make a real impact to the efforts of this community. The outcomes and impact of the award will be presented, together with material and photos, during the 4th International Symposium of Cross Sector Social Interactions which will take place in Boston.



> Sponsoring was received and gratefully acknowledged from The Academy of Business in Society and the Dutch Ministry of Foreign Affairs (DG development cooperation), EABIS (European Academy of Business in Society), ERIM (Research school of RSM), department of Business-Society Management at RSM, Hull Business School.

> Around 150 visitors registered; 40 competitive papers were produced; ten key note speakers; number of clips used: 20; 15 chairpersons were active; 9 discussants for which we thank them; seven student assistants provided support; the weather was splendid.



> Throughout the symposium, a new group of enthusiastic participants was welcomed: young professionals who work with government, firms and NGOs and who are committed to the idea of partnerships. They presented during the plenary session the idea of a partnership election and participated in a workshop on the 'future of partnerships' organized by Stuart Reid (The Partnering Initiative, TPI) and Rob van Tulder (PrC). The involvement of young professionals signals an investment in the future of collaboration between academia and practitioners.
More information and reports on the symposium can be found at:
www.partnershipsresourcecentre.org

In 2014 Dr. Carlos Roufin and Dr. Miguel Rivera-Santos will be hosting the **4th International Symposium on Cross Sector Social Interactions in Boston, MA, US**. Stay tuned for the call for papers! ◆



Prof. Dr. Pieter Glasbergen
Chair UNPOP
Honorary professor Maastricht University

Nijmegen Programme on Partnerships (www.unpop.nl)

The UNPOP programme changed its base from Utrecht University to Maastricht University. Later this year its acronym will be changed in MUNPOP and a new website will be in the air.

Several new PhD students and a postdoc came into our programme recently. Ceren Pekdemir's PhD research is in Global sustainable change: Partnerships between fragmentation and cohesion. Astrid Offermans' s postdoc research is in: The science-policy interface in partnerships.

Five PhD students were selected from Indonesia within the new UNPOP research social and economic effects of partnering for change in agricultural commodity chains: A Southern perspective. This UNPOP research project is a collaboration between Maastricht University (the Netherlands) and the University of Lampung and Gadjah Mada University Yogyakarta. The program has been funded by DIKTI Indonesia and the Royal Netherlands Academy of Arts and Sciences (KNAW).

The research program aims to analyze the social and economic effects of global certifying sustainability partnerships that aim to connect Southern agricultural production to Northern consumption. The global coffee and palm oil chains serve as main fields of research in the assessment part of the program. The prospective part of the research includes cocoa, spices, and aquaculture; commodities on which new certifying partnerships are in an early stage of development and implementation. More specifically the 5 PhD students will start their research early 2013 and their research is going to focus on:

PhD project 1: the social and economic effects of coffee certification, with a specific focus on the livelihood effects for farmers;
PhD project 2: the social and economic effects of palm oil certification, with a specific focus on the livelihood effects for farmers;
PhD project 3: partnership contracts from an institutional economic perspective;
PhD project 4: inclusion of local sustainability values and interests through Indonesian NGOs in global certifying partnerships;
PhD project 5: relationships between public responsibilities of Indonesian governments and private responsibilities of global certifying partnerships.

Our Centre produced 6 PhDs in the last 4 years and we are proud that so many students select us as the institution of their choice for studying partnerships in an advanced level. Two more PhD students are finishing their dissertation next year.

Three new trends permeate our partnership research: First, on a theoretical level we aim to better understand the implications of the changing relationships between public and private responsibilities for sustainable development.
Second, we mainly take a governance system approach in our new research, which implies that we are less interested in individual cases but more in the functioning of partnerships as governing arrangements among many others in an issue area. Third, we recognized that most global partnership research is still Northern oriented. In our future research we are particularly interested in the Southern effects of (certifying) partnerships. ◆

New Members & Members' News

A warm welcome to all of the new members of the NonProfit-Business Partnerships Yahoo Group! A total of 386 members are part of the group comprising academics and practitioners interested in partnerships. Below you will find brief introductions of new members or updates of existing members. If you would like to join the group contact any of the members (lists of members available within the group) for collaboration, research or information in their area of expertise, please visit the databases section by following the link:

NPO-BUS Partnerships Yahoo Group



Dr. Dorothea Baur

Dorothea Baur (PhD in Political Science) is the author of the book "NGOs as legitimate partners of corporations – a political conceptualization" (Springer 2012). After completing her thesis at the University of St. Gallen she was awarded a research grant which allowed her to spend time as a post-doctoral researcher at the Institute for Social Innovation at ESADE University in Spain. In this course she further extended her research on questions of NGO accountability, the political theory of the firm, democratic theory and business ethics. She then held a position as a lecturer at the International Centre for Corporate Social Responsibility at the University of Nottingham where she remains a visiting scholar. In 2011 she returned to the University of St. Gallen as a lecturer and post-doctoral researcher. Dorothea Baur's work has been and is about to be published in journals like Business Ethics Quarterly, Journal of Business Ethics, and Business and Society. She has taught courses on CSR, Sustainability Management and Environmental Ethics across at various levels."



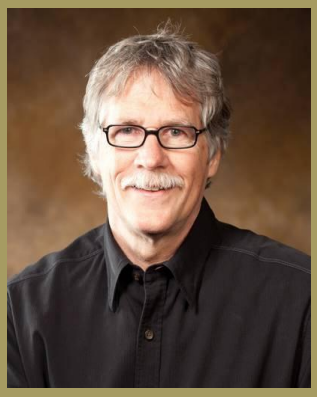
Dr. Arno Kourula

Arno Kourula (D.Sc. Econ, Helsinki School of Economics, 2009) is an Assistant Professor of Strategy at the University of Amsterdam Business School. Previously, Arno has been a postdoctoral research fellow at Stanford University and a project manager at Aalto University in Finland. His primary research interests are cross-sector interaction and corporate responsibility. More specifically, Arno's research projects have focused on corporate management of stakeholder relations with nongovernmental organizations, practices at the base of the pyramid, inter-organizational roles in environmental networks, sustainability of public-private partnership infrastructure projects, and the political role of corporations. His research has appeared in such journals as Business Ethics Quarterly, Business & Society, Corporate Governance, Energy Policy, Journal of Business Ethics, and Journal of World Business. Arno has taught courses in international business, business ethics and corporate responsibility at the bachelor, master, doctoral and executive MBA levels.



Dr. Marlene J. Le Ber

Marlene Le Ber is an Assistant Professor and Associate Director at the Schulich Interfaculty Program in Public Health, Schulich School of Medicine & Dentristy, Western University, London Ontario Canada. Her program of research is centered on the processes of social innovation that address the social, environmental and economic sustainability challenges facing society. She is interested in how social systems change and how market forces can address these sustainability challenges. Her work has been published in Business & Society, Organization and Journal of Business Ethics. Marlene completed her PhD in Business Administration (Strategy) in August 2010 at the Richard Ivey School of Business, The University of Western Ontario and was a SSHRC- supported (Social Sciences and Humanities Research Council in Canada) postdoctoral fellow at Erb. Marlene has a wealth of experience as a leader and change agent in the Canadian health care system. Her interest in social innovation stems from her earlier roots in health care/health research management and in mental health and community nursing.



Dr. David Graham Hyatt

David Hyatt (D.M.) is a Clinical Assistant Professor of Supply Chain Management at the University of Arkansas' Sam M. Walton College of Business. Hyatt's primary research and practical interests concern sustainability in global supply chains, specifically the effects of cross-sector partnerships on corporate environmental strategies. He teaches structural equation modeling to doctoral students, cross-sector partnerships for sustainability at the masters' level and an undergraduate honors class on sustainability. During the fall of 2011, he was recognized at the Council of Supply Chain Management's Educators Conference with the E. Grosvenor Plowman (Best Paper) Award. Along with the award, he was asked to present the paper, Proactive Environmental Strategies in the Supply Chain: An Exploration of the Effects of Cross-Sector Partnerships, in a plenary session. Over the past year he has worked in partnership with faculty at the University of South Carolina on a series of teaching cases about Walmart's sustainability journey, including 2 cases on multi-stakeholder collaboration for defining sustainable products. The cases will be published late October 2012 at http://sustainabilitycases.kenexcloud.org/about.



Christos Anagnostopoulos

Christos Anagnostopoulos is a lecturer in the Department of Sport and Events Management at Coventry Business School and a research member of the Centre for the International Business of Sport, both of which are located in Coventry University, UK. He holds a degree in sport management and a Masters by research in the business of football from Birkbeck College, University of London. His research interests lie in organisations' strategy processes with an emphasis on decision-making, implementation and change. He finalises his doctoral dissertation that examines CSR in English football by exploring managerial decision-making processes. Such process entails strong elements from nonprofit-business partnerships given that CSR is being formulated and subsequently implemented through the charitable foundations/trusts that have been established by the majority of football clubs in England.



Guðrun Poulsen

Guðrun Poulsen is pursuing a Masters of Science in Business Administration and Organizational Communication. Her interests lie primarily in the area of organizational communication, organizational leadership, Corporate Social Responsibility, strategic sustainability, internationalization and stakeholder analysis. However in the last semester she focused in cross-sector social partnerships as the area of her dissertation. After participating at the conference Partnership2012 held in Copenhagen in June, together with her study partner, Louise, decided to do a research project on CSSPs in East Africa. They spent the last 5 weeks in Kenya, collecting empirical data on collaborations between MNCs and NGOs, all taking place in a Kenyan context.



María Jesús Barroso Méndez

María Jesús is a PhD Student at the University of Extremadura, in Spain. The aim of her research is to analyze the factors that determine the success of Alliances between Businesses and NGOs. In this sense, she is trying to empirically validate a theoretical model based on the Relationship Marketing Theory. Her PhD supervisors are Associate Professor Clementina Galera Casquet and Assistant Professor Víctor Valero Amaro, from University of Extremadura. She has received a grant of the Extremadura Government to carry out her PhD.



Dominik Rüede

Dominik Rüede works currently as a research assistant and doctoral candidate in the Center for Social Innovation and Social Entrepreneurship at EBS Business School, Germany. He holds a diploma degree in business administration and economics from University of Hohenheim, Germany and studied abroad at York University, Canada. His doctoral thesis focuses on legitimation in cross-sector social partnerships (CSSP). Up to now research on legitimacy in CSSP has been conducted from the perspective of the participating organizations with the organization as the unit of analysis. Research questions from this perspective include: "How can CSSP enhance an organizations' legitimacy?" and "What factors create risks for an organizations' legitimacy?" This research refocuses the perspective and analyzes the legitimacy of the CSSP itself. The main research question is: "How do cross-sector partnerships legitimize themselves over time?" and is positioned in institutional theory and social judgement theory. The motivation to do so results from growing demands of CSSPs to justify themselves. The methodological approach is a case study design. Findings are expected to show the dynamics of a CSSP over time and the interplay of internal and external aspects.



Adriana Reynaga Morales

Adriana Reynaga Morales is a PhD student in Social and Political Sciences. She holds a Master in Communication from National University of Mexico and a Bachelor of Science in Communications from Tecnologico de Monterrey. Adriana has been member of the Faculty of Political and Social Sciences at UNAM for over eleven years and at Tecnológico de Monterrey in Mexico City since 2008, teaching Organizational Communication courses. In addition of her collaboration with private and third sector, she has provided training in national institutions such as the University of Guadalajara and Universidad Iberoamericana. She has been speaker at the Iberoamerican Communication Biennial in Cordoba, Argentina in September 2007 and at the First World Forum of Iberoamerican Communication in Sao Paolo Brasil in 2011. In 2010 she conducted a research visit on Social Enterprises and Cooperatives in the summer school EURICSE (European Research Institute on Cooperative and Social Enterprises) in Trento, Italy and is part of an international working group set up by members of the Organization of American States, dedicated to the study and development of social responsibility in universities. Within the academic field she has led social projects based on sport for development and has directed over thirty thesis on organizational communication, social responsibility, culture and corporate image.



Kevin McKague

Kevin is a Postdoctoral Researcher at the University of Michigan and a PhD Candidate, Schulich School of Business. Kevin's research interests are in the novel social partnership arrangements and business models that reduce poverty in low-income markets. Kevin's dissertation focused on how an intermediary organization like an NGO, social enterprise or large commercial company can work with smallholder dairy farmers in Bangladesh to increase their productivity, access to markets and incomes. Kevin will begin postdoctoral studies in the Strategy Department at the University of Michigan in the fall looking at partnership and business models for reducing poverty through employment. Prior to his PhD, Kevin worked as a research project manager with the IFC and the UNDP.



Ngechop Yvonne Claire Ndifor

Yvonne is a PhD Student at Hull University Business School in the UK. Her research focuses on Microfinance and Community Economic Development in Sub-Saharan Africa, specifically looking at the role of women entrepreneurs. Her study aims at examining microfinance institutions (MFIs) as a form of cross sector interactions and study the process of implementation, outcomes and potential impact of MFIs at the micro (individual), meso (organisational) and macro (societal) levels of social reality.



Maita Altuna Artola

Maite is a PhD student at the Doctorate Program in Economics and Enterprises Management at the Deusto Business School, University of Deusto, in San Sebastian (Spain). At this moment she is at a three month research stay at the CBS Centre for Corporate Social Responsibility of Copenhagen Business School.

The focus of her research is to analyze the development process of the SR carried out in SMEs, taking into account their heterogeneous behavior regarding the SR activities. Her PhD supervisors are Dr. Cristina Aragón and Dr. Lorea Narvaiza, from University of Deusto. She has received a grant of the Researcher Personnel Training Program of the Department of Education, University and Investigation of the Basque Government to study for her PhD. In addition to that, she received the "Promise Award" for the best contribution in the doctoral seminar at the International Congress "SMEs Moving Toward Business Sustainability" held in Montreal, Canada, on October 20-22, 2011 for the paper "Corporate Social Responsibility: Model of Stages for Small and Medium Enterprises".



Dr. Massimiliano M. Pellegrini

Massimiliano is a Post-doctoral fellow in entrepreneurship at the Department of Business Sciences – University of Florence. He teaches at the faculty of Business and Economics Entrepreneurial strategy and Business ethics for post-graduate students. His Ph.D. issued at University of Rome, has been spent mostly abroad in U.S. at the City University of New York, the Wharton school – University of Pennsylvania and in Germany at University of Erlangen-Nuremberg. He currently is the Programme Chair for the special interest group of Entrepreneurship at the European Academy of Management. There, he also has a track on social entrepreneurship and societal changes. In particular his research interests are ethical behaviours of the top management teams and entrepreneurs, corporate social initiatives and NPO's strategy to attract volunteers. Regarding cross-partnerships, he is particular interested in NPO-Bus and NPO-GOV as a mean to enhance NPO mission and social impacts.



Louise Helene Nielsen

Louise is pursuing an MSc in Business and Development Studies at the Copenhagen Business School, Denmark. Currently in the process of writing her thesis within the area of CSSPs, examining two specific partnerships between Multinationals and NGOs in a developing country context that fall into the realm of corporate social responsibility. She will use a comparative case study design to explore two strategic partnerships; *Banking on Change* (Barclays/CARE/Plan) and *Water2Life* (Grundfos/Red Cross). I want to investigate how and why organizations engage in cross-sector social partnerships and how their resources and capabilities are mobilized. The aim of this master thesis is therefore to consider CSSP as a strategic use of CSR and secondly to look at the competitive advantage that engaging in CSSP gives the respective organizations. And finally how might business-NGO partnerships facilitate the emergence of alternative models of business and development?



Lucia Boccacin

Lucia Boccacin is a Full Professor of Sociology of Family and Communitarian Relations and Sociology of Third Sector at the Dept. of Sociology in the Faculty of Education, Università Cattolica of Milan/Italy. Her investigations about social partnerships focus on three topics: (1) Third sector- using quantitative and qualitative methods she examines the role and characteristics of the third sector in Italy and its internal differentiation, especially with reference to volunteering organisations, pro-social associations, social co-operatives, pro-social foundations (e.g. which social processes the third sector originates from, the social subjects who operate within, and just how much it contributes to society's dynamics in terms of social capital; looking at social partnership models among the third sector and other social macro-players). (2) Social Policy and social services - analysing best practices of service networking models and types of social partnerships concerning

family services. (3) Types of social capital – focusing on functions and dimensions concerning primary and secondary social capital within family relations and within social relations, in particular associative relations in the third sector, with a focus on the link between social partnerships and social capital.



Pieter Glasbergen

Pieter Glasbergen is a Professor has been appointed as a member of a high-level expert advisory panel to the UN Forum on Sustainability Standards. The committee will advice on governance issues of (private) voluntary sustainability standards related to the sustainability objectives in developing countries.
The Best Paper Award in Social Partnership was awarded to the UNPOP paper 'On the deliberative capacity of private multi-stakeholder governance: the roundtables on responsible soy and sustainable palm oil' written by Greetje Schouten, Pieter Leroy en Pieter Glasbergen for the 3rd International Symposium on Cross Sector Social Interactions in Rotterdam organized by The Partnership Resource Center, RSM, Erasmus University and Hull Business School, University of Hull.



Roberto F. Salazar-Córdova

Roberto F. Salazar- Córdova is an Economist with international specialization in sustainable development. He is the vice-president of Hexagon (EC/CL) and president of its S2M Foundation (Sustainability/Measurement/Mediation). His work has mainly focused in research and policy analysis in Latin and South-American countries. Since 2004 he leads Hexagon Co., a think tank that provides advice to private corporations, public authorities, non-governmental organisations, communities, media, and international cooperation agencies. Previous to that, he has focused his work in public policy development. He has served as Deputy Minister of Economics of Ecuador and Undersecretary of Public Investment in its Ministry of Economics and Finance. He has also served as National Coordinator of the Social Protection Program of Ecuador and has managed the National Strategy for Poverty Reduction in his homeland. His experience also includes working in the Presidency of the Republic of Ecuador, managing the technical aspects of Dialogue among indigenous communities and government.
He holds Master degrees from Georgetown University, Washington (Economics), Universiteit Maastricht (Social Protection Financing) and Graduated Studies in PAI, London (Regulation), ICCSR, Nottingham University (Responsible Business) and Universidad Alberto Hurtado, Santiago (Social Policy Economics).

Do you work or research Cross Sector Social Partnerships?
Join NPO-BUS Partnerships Yahoo Group

THE PURPOSE OF THE NONPROFIT-BUSINESS PARTNERSHIPS YAHOO GROUP:

The NPO-BUS Partnerships Yahoo Group was founded in December 2005 with the aim to connect people interested in cross-sector social interactions in business, non-profit organisations, local and central governments, and academia.

The aim is to **encourage exchange of information in cross sector social interactions including social partnerships** between practitioners and academics. Corporate social responsibility, sustainability, and business ethics encourage and facilitate the increase of cross-sector social interactions. However, the group aims to provide focused content rather than discuss general issues within the above broad areas.

Are you organising an event, advertising a position, published a book, or a paper related to partnerships?
Send your material for the next issue to the appropriate editor. Deadline: **30th August 2013**