

NYU/Wagner Graduate School of Public Service  
PADM-GP 2430- Summer, 2015  
**Multi-sector partnerships: A Comparative Perspective**

**Professor**

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**Class schedule**

Day 1 Tuesday, May 26 (9-5 pm);  
Day 2 Thursday, May 28 (8:30-12:30 pm);  
Day 3 Monday, June 1 (8:30-12:30 pm);  
Day 4 Wednesday, June 3 (8:30-12:30 pm);  
Day 5 Friday, June 5 (8:30-12:30 pm);  
Day 6 Monday June 8 (9-5 pm).

**Office hours** - By appointment

**Course Description**

Solving today's complex social problems requires considering the perspectives of stakeholders from the public, nonprofit and private sectors. Existing structural and institutional barriers, combined with distinct assumptions, work styles, and disciplinary backgrounds of actors in each domain make collaborative work difficult, particularly when leaders lack the skills and competencies to connect in ways that bridge the gap. Incorporating literature, cases, guest speakers and intervention technologies, the course offers a structure for sustained cycles of dialogue around examples of formal collaborations from several countries around the world. The literature calls these efforts “cross-sector social partnerships” (CSSP) defining them as “cross sector projects formed explicitly to address social issues and causes that actively engage the partners on an ongoing basis” (Selsky & Parker, 2010:22). The focus of the course will be in partnerships where members of the three sectors—government, civil society and business—collaborate, thus the course's name, *Multi-sector partnerships (MSPs)*. We will study partnerships that span geographical contexts, from a *comparative perspective*. The course encourages students to consider the assumptions of stakeholders from each sector, to clarify and challenge their own assumptions and pre-conceptions in reference to the three sectors and to explore the opportunities and challenges associated with multi-sector collaboration through the lens of evidence-based knowledge of this phenomenon.

**Course objectives**

At the end of the course students will have the ability to:

1. Recognize the basic components of an effective multi-sector partnership and distinguish among different possible types of collaborations across sectors;

2. Clarify the flow of building a multisectoral partnership and have been exposed to potential tools to facilitate the process (such as the U-process).
3. Recognize and appreciate key assumptions, concepts and paradigms from the public, nonprofit and business perspectives, thus adding new knowledge and tools to their existing repertoire;
4. Analyze cases of value creation through multi-sector collaboration that illustrate the challenges in diverse geographical contexts; and will be able to apply assumptions, concepts and paradigms to illuminate the case they are studying for their final team project.
5. Identify leadership qualities and specific collaborative competencies to develop collective wisdom across diverse settings involving diverse organizations and actors confronting multisector challenges (such as the ability to challenge the self, to be critical of all perspectives, to listen to others' perspectives openly and to work collaboratively), and will have explored the extent to which they need to build these as part of their repertoire to become bridging leaders across sectors.

### **Course Requirements**

1. Active engagement in class exercises and discussions;
2. Assigned reading;
3. Journal entries (based on assigned reading);
4. Final team project paper and presentation; and
5. Individual final reflection paper

### **Class Participation**

Much of the learning that takes place in a reading seminar occurs as a result of classroom discussion. Your attendance, and your willingness to prepare in advance and actively participate including practicing the competencies of collaboration in every class will ensure that we create the best possible learning environment.

***Attendance and Lateness Policy*** - Attendance at each class session is expected, and given compressed time, students may not miss an entire day. If you miss more than one session within each day (regardless of the reason), you can expect this to have a negative effect on your class participation grade unless previously discussed with the professor. Excessive lateness, or leaving early, will also have a negative effect on your grade. ***Missing any half-day is grounds for course failure.***

### **Journaling**

- While expected to read all required material, students will choose **three** readings from each of the morning and afternoon sessions to comment on in the journal.
- Students will link insights from these readings with their own experience, to engage in a self-assessment of their present understanding and capacity of collaborative competencies.

Students are expected to draw implications about the types of competencies required for collaborative work across sectors, exploring the extent of their readiness to use them effectively. Journaling will be an opportunity therefore to engage in an informal reflection on the student's developmental needs to become an effective collaborative leader.

- Journal entries are not formal writings, but rather thoughtful reflections on the readings to explore how they help illuminate students' personal experience and self-diagnosis.
- Students hand-in journal entry upon arrival to each class (*including the final class*)
- **Format:** one paragraph per reading, 1.5 spacing (the journal entries will be no more than two pages for Day 1, and one page for all other days). Include student name and date. No need to write full reference of reading chosen, just refer to it by the last name of the authors and date of article (e.g. Austin (2005) says...)

### **Team project**

- Students will choose a case in a particular policy area and join a team of participants with similar preference (see references below);
- The team will write a paper (8-10 pages, double-space) that provides an analysis of each sector's participation and proposes an alternative scenario. Paper is due on June 22nd (noon).
- Students will present a preliminary version of their work to the class during the session of June 8th. They will hand-in small assignments through out the five days of the course, which will build toward the presentation and paper (*see assignments in separate document on Team project posted in NYU Classes*). Faculty will be available to work with student groups for half hour after the sessions upon request, and during office hours (see separate document). Students are responsible for continuing to do the work on their own between sessions and after the course ends to ensure final completion of the project.

References for the team project cases:

#### **Case 1: Senegal's Fight against Malnutrition: The Nutrition Enhancement Program. In:**

- Garrett, James and Marcela Natalicchio (eds). (2011) *Working Multisectorally in Nutrition: Principles, Practices, and Case Studies*. Washington DC: International Food Policy Research Institute.

#### **Case 2: Amangwe Village, South Africa. In:**

- Rein, M., L. Stott, K. Yambayamba, S. Hardman & S. Reid. (2005). *Working Together: A Critical Analysis of Cross-Sector Partnerships in Southern Africa*. Cambridge: The University of Cambridge Programme for Industry, UK: pp. 59-76.

#### **Case 3: California's CALFED Water Program. In:**

- Kallis, Giorgos, M. Kiparsky and R. Norgaard. (2009). Collaborative governance and adaptive management: Lessons from California's CALFED Water Program. *Environmental Science and Policy* 12, 631-643.

## Final reflection paper

- Each student will write a 3-5 page final reflection paper. We will commence this paper during class.
- Students will then complete the reflective essay out of class, to further incorporate aspects of learning based on the journaling done over the prior days, as well as incorporating readings, class discussions, and guest speakers' presentations.
- The paper should summarize and further explore the identified student's developmental needs to become an effective participant of multi-sector partnerships, and suggest strategies to address these needs.
- Students should reference at least 5 readings in the paper, and include a bibliography as an extra page.
- For tips on good writing see the Assignments tab in NYU Classes.
- This paper is due on 15<sup>th</sup> June by 12pm.

In summary, students must satisfy the following requirements:

<b>Requirements and due dates</b>	<b>Percentage grade</b>
<b>Journaling (20%)</b> - One journaling assignment per day (full days, 6 readings; half-days, 3 readings). Due at the beginning of each day: <i>May 26, 28, June 1, 3, 5 and 8</i>	20%
<b>Team project (40%)</b> - Class presentation – See due dates of small assignments and presentation plan in separate document; presentation delivery due <i>June 8</i> - Final paper – One pager and work plan due <i>June 5</i> , final paper due <i>June 22 (noon)</i>	20%  20%
<b>Individual final reflection paper (20%)</b> - Identifying developmental needs and strategy to address them. Due on <i>June 15 (noon)</i>	20%
Class participation (20%) – <i>Assessed every day</i>	20%
TOTAL:	100%

# Overview of Course Contents

## I. The what and why of multi-sector partnerships

### **DAY 1 (May 26, blocks 1 and 2): 9 am - 5 pm**

#### ***Morning session (9 am – 12:15 noon)***

1. Introductions and course overview
2. Creating collective impact in a shared-power world

#### ***Afternoon session (1:15 pm – 5:00 pm)***

3. Partnerships and Global Governance; Organizing Student Team Projects
4. Using social technologies to address wicked problems: bridge building across different perspectives

*Guest speaker: John Heller, Synergos*

## II. The what and how of multi-sector partnerships: institutional differences and collaboration, parts 1, and 2

### **DAY 2 (May 28, block 3): 8:30 am - 12:30 pm**

#### **Part 1. Building Blocks**

1. Collaborating across sectors: motivations, risks, benefits, barriers and roles

### **DAY 3 (June 1, block 4): 8:30 am - 12:30 pm**

#### **Part 2. Architecture and Processes**

2. Governance (with capital G): challenges and the inter-organizational life cycle

*Guest Speaker: Surita Sandosham, Synergos – The Civil Society Perspective*

### **DAY 4: (June 3, block 5): 8:30 am - 12:30 pm**

#### **Part 2 (Continued from Day 3)**

3. Governance (with small g), accountability and leadership (Multi-sector partnerships at work)

*Guest Speaker: Neil Britto, The Intersector Project*

## III. The so-what of multi-sector partnerships

### **DAY 5 (June 5, block 6): 8:30 am – 12:30 pm**

#### **Part 1. Meaningful Partnerships**

1. Transitions, transformations, exits and lessons: when and how to move on

*Guest Speaker: Mark Linton, Former ED, Strong Cities, Strong Communities Initiative SC2 – The Government Perspective*

### **DAY 6: (June 8, block 7 and 8): 9:00-5:00pm**

#### **Meaningful Partnerships (continued from Day 5)**

#### ***Morning session (9:00 am – 12:12 pm)***

2. Taming the beast: Critical interpretations of multi-sector partnerships

*Guest Speaker: Alison Taylor, BSR – The Market Perspective*

#### ***Afternoon session (1:00pm – 5:00pm)***

#### **Part 2. Wrapping up: lessons and insights of multi-sector partnerships**

3. Team Project Presentations
4. Conclusions, insights, and closing activities

## Course content and schedule of assignments

### **I. The what and why of multi-sector partnerships (9 am - 5 pm)**

**DAY 1 (May 26, block 1/am session; block 2/pm session): 9:00 – 5:00 pm**

#### **The content of our conversation**

##### *Morning session (9 am – 12:15 noon)*

##### 1. Introductions and course overview

- Who are we? Why are we here? What are our goals and collective agreements?

##### 2. Creating collective impact in a shared-power world: the nature and role of multi-sector partnerships

- The nature of today's social problems and social transformation; the shifting context in which MSPs emerge; Responses to social problems (market, government, social sector based approaches) and sector failure; MSP as an alternative and integrative response for social and economic value creation

##### *Afternoon session (1:15 pm – 5:00 pm)*

##### 3. Organizing the Student Project requirement

- Overview of the final assignment; students choose topics and form groups

##### 4. Using social technologies to address wicked problems: bridge building across different perspectives

- Guest speaker: John Heller - Using a systems perspective as entry point to multi-stakeholder initiatives

#### **Required readings for May 26 (2 blocks, about 115 pages altogether)**

##### **1. Introductory readings**

- Hanleybrown, F., Kania, J. and Kramer, M. (2012) Channeling Change: Making Collective Impact Work. *Stanford Social Innovation Review*, January 2012 (8 pages)
- These three short pieces go together as a single reading that offers an overview of what researchers tell us: (7 pages)

- Waddock, S. (2010) From individual to institution: On making the world different. *Journal of Business Ethics* 94: 9–12
  - Austin, J. (2010) From Organization to organization: On Creating Value. *Journal of Business Ethics* 94: 13–15
  - Crane, A. (2010). From governance to governance: On blurring boundaries. *Journal of Journal of Business Ethics* 94: 17–19
- Partnerships as instruments of global governance: views from various international cooperation global stakeholders
    - Natsios, A. (2009). Public/Private Alliances Transform Aid. *Stanford Social Innovation Review*, Fall 2009. Pp. 42-47 (6 pages).
    - Martens, J. (2007). Multistakeholder Partnerships – Future Models of Multilateralism? Berlin: The Friedrich Ebert Stiftung. (Read pp. 4-10) (6 pages).
    - Beisheim, M. (2012). Partnerships for Sustainable Development. Why and How Rio+20 must Improve the Framework for Multi-stakeholder Partnerships. Berlin: German Institute for International and Security Affairs. (Read pp. 5 – 14) (9 pages).

## **2. Creating collective impact in a shared-power world**

### ***(Morning readings)***

- CASE: Rein, M. & L. Stott. (2009) Working Together: Critical Perspectives on Six Cross-sector Partnerships in Southern Africa. *Journal of Business Ethics*, 90:79–89 (10 pages).
- CASE: Rein, M.; et al. (2005). Working Together: A Critical Analysis of Cross-Sector Partnerships in Southern Africa. Cambridge: The University of Cambridge Programme for Industry, UK.: The Chamba Valley Partnership Project (CVPP), Zambia (pp. 37-48) (11 pages)
- CASE: Christiansen, A.M. (2013). Joining Forces: Creating New Partnerships to Bring Greenland Forward. *Journal of Corporate Citizenship*. 50: 46-57 (11 pages).
- Bulloch, Gib, Peter Lacy and Chris Jurgens (2011) Convergence economy, rethinking international development in a converging world. Accenture Development Partnerships. (Read pp. 6-13) (7 pages).
- Crosby, B. & J. Bryson. (2007) Leadership for the Common Good: Creating Regimes of Mutual Gain. In *Transforming Public Leadership for the 21st Century*, edited by R. Morse, M. Kinghord, and T. Buss. NY: M.E. Sharpe. (Read pp. 185-194) (9 pages).

### **3. Using social technologies to address wicked problems: bridge building across different perspectives**

#### ***(Afternoon readings):***

- The Essence of Theory U and Presencing by Professor Otto Scharmer  
<https://www.youtube.com/watch?v=7IUyGBBcdJY>
- Synergos. (2012). Ten lessons on Multi-stakeholder Partnerships. New York City: Synergos (pp. 2-17) (15 pages)
- Scharmer, Otto. (2007) Addressing the Blind Spot of our Time: An executive Summary of the new book by Otto Scharmer. Theory U: Leading from the future as it emerges. (15 pages)
- Brown (2015), Bridge-Building for Social Transformation Stanford Social Innovation Review (18 pages)

## **II. The what and how of multi-sector partnerships: institutional differences and collaboration, parts 1 and 2**

**DAY 2 (May 28, block 3): 8:30 am – 12:30 pm.**

### **Part 1: Building Blocks**

#### **The content of our conversation**

1. Collaborating across sectors: motivations, risks, benefits, barriers and roles

- More about the nature of the partnerships with an emphasis on exploring value generation from the perspective of each sector and the implications for considering motivations, risks, benefits, barriers and roles

#### **Required readings for May 28 (about 53 pages)**

##### **1. General readings about the nature of partnerships**

- Tennyson, R. 2003. *The Partnering Tool Book*. The International Business Leaders Forum and the Global Alliance for Improved Nutrition. READ ONLY CHAPTER 1 (pp. 3-7) (5 pages).
- Caplan, K. 2003. The Purist's Partnership: Debunking the Terminology of Partnerships. Building Partners for Development. Practitioner Note Series, pp. 1-4 (4 pages).



- Caplan, K. 2013. Taking the Mythology out of Partnerships – A view from the ground up (4 pages).

## **2. Readings about generating/sharing value**

- Porter, Michael and Mark Kramer. (2011). Creating Shared Value: How to fix Capitalism and Unleash a New Wave of Growth. The Harvard Business Review, Jan-Feb 2011, pp. 4-17. Retrieved from <http://www.fsg.org/tabid/191/ArticleId/656/Default.aspx?srpush=true> (13 pages)
- Bulloch, Gib, Peter Lacy and Chris Jurgens (2011) Convergence economy, rethinking international development in a converging world (Read pp. 14-29) (15 pages).
- Duschinsky, J. (2013). I Don't Care What you Make, I care What You're Made of. Journal of Corporate Responsibility. 50: 20-22. (2 pages)

## **3. The global governance angle**

- Martens, J. (2007). Multistakeholder Partnerships – Future Models of Multilateralism? Berlin: The Friedrich Ebert Stiftung. (Skim pp. 11-19 and Read pp. 20-31) (11 pages).

<b>DAY 3 (June 1, block 4): 8:30-12:30 pm</b>
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## **Part 2: Architecture and Processes**

### **The content of our conversation**

1. Governance (with capital G) challenges and the inter-organizational life cycle
  - Case analysis: the Hocol case in Colombia
  - CPPCs at work: the inter-organizational collaborative life cycle; overview, with emphasis on the first stages.
  - Guest Speaker: Surita Sandosham, Synergos The Civil Society Perspective

### **Required readings for June 1 (46 pages altogether)**

#### **1. Readings about Governance**

- CASE: Uribe, E., R. Gutierrez and A. Barragan. 2011. *HOCOL*. Social Enterprise Knowledge Network SKEN. (15 pages text, 15 Charts)

- Zadec, S. (2006). Corporate Social Responsibility and competitiveness at the macro level: reshaping global markets through responsible business practices. *Corporate Governance*. Vol 6, # 4: 334-348 (14 pages)
- Maira, Arun (2008) *Buffaloes Wailing, Children Waiting*. In Arun Maira *Transforming Capitalism: Business Leadership to Improve the World for Everyone*. New Delhi: Nimby Books. (Pp. 144-153) (9 pages).

## **2. Readings about the life cycle and collaborative nature of partnerships**

- Tennyson, R. (2003). *The Partnering Tool Book*. The International Business Leaders Forum and the Global Alliance for Improved Nutrition. READ ONLY CHAPTER 2 (pp. 9-12) (4 pages)
- Caplan, K. (2013). *Creating Space for Innovation – understanding partnership enablers*. Business Partners for Development Classic Hit Series (4 pages)

<b>DAY 4 (June 3, block 5): 8:30-12:30 pm</b>
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### **Part 2 (Continued from Day 3)**

#### **2. Governance (with small g), accountability and leadership (Multi-sector partnerships at work)**

- Case analysis: the PTB case in Barcelona
- Structuring and governing multi-sector partnerships; accountability issues and leadership challenges.
- Guest Speaker: Neil Britto, *The Intersector Project*

### **Required readings for June 3 (about 50 pages altogether)**

#### **1. Readings about governance structures and accountability**

- CASE: Saz-Carranza, A. and A. Serra 2010. *Managing a Public Private Joint Venture: the PTB Case*. The Collaborative Governance Initiative, PARC, the Maxwell School of Syracuse University. (9 pages + charts).
- Tennyson, R. 2003. *The Partnering Tool Book*. The International Business Leaders Forum and the Global Alliance for Improved Nutrition:
  - Governance structures and accountability - CHAPTER 3 (pp. 13-15) (3 pages)
  - Leadership - CHAPTER 4 (pp. 17-24) (7 pages).
- Rochlin, S. Zadec, S. & Forstater, M. (2008). *Governing Collaboration: Making Partnerships Accountable for Delivering Development*. Accountability report.

<http://cgobservatory.net/tools.php> Retrieved on September 27, 2010. Read the following: pages 5-6 and 24-33 [skip or skim pp. 34-64 (so that you know this is there for later reading)]. (11 pages).

- Caplan, K. (2013). Partnership Accountability – Unpacking the concept. Business Partners for Development Classic Hit Series (5 pages).

## **2. Readings about leadership and the spirit of collaboration**

- Senge, S. Hamilton, H. Kania, J. (2015) The Dawn of System Leadership, Stanford Social Innovation Review (Winter 2015) (8 pages)
- Caplan, K. (2013). Plotting Partnerships – Reviewing objectives and spirit. Business Partners for Development Classic Hit Series (6 pages)
- De Souza Briggs, X. (2003). Perfect fit or Shot-gun Marriage? Understanding the power and Pitfalls in Partnerships. The Community Problem Solving Project at MIT. **ONLY PART 4**, Stages and Stutter Steps: How Alliances Evolve (bottom of page 14-19) (6 pages)

## **III. The so-what of multi-sector partnerships, parts 1 and 2**

**DAY 5 (June 5, block 6): 8:30 am – 12:30 pm.**

### **Part 1. Meaningful Partnerships**

#### **The content of our conversation**

1. Transitions, transformations, exits and lessons: when and how to move on
  - Exploring the importance and strategies for exiting when the project is done
  - Guest Speaker: Mark Linton, CS2 – The Government Perspective

#### **Required readings for June 5 (48 pages)**

##### **1. Transitions, transformations, exits and lessons**

- Tennyson, R. (2009). Moving On. Effective Management for Partnership Transitions, Transformations and Exits. International Business Leaders Forum. Pages 1 -25 (please

note that many are TOOLS to be aware of rather than reading; actual reading text: 17 pages)

- Beisheim, M. (2012). Partnerships for Sustainable Development. Why and How Rio+20 must Improve the Framework for Multi-stakeholder Partnerships. Berlin: German Institute for International and Security Affairs. (Read pp. 19-23 AND 26-29) (9 pages).

## **2. Readings about defining partnership success and evaluation**

- Caplan, K., J. Gomme, J. Mugaby and L. Stott (2007). Assessing Partnership Performance: Understanding the Drivers for Success. Building Partnerships for Development. (Skim pp. 1-5 and Read 6-19 and skim 20-29 with attention to the Tables) (about 15 pages).
- Serafin, Rafal, D. Stibbe, C. Bustamente and C. Scharamm (2008) Current practice in the evaluation of cross-sector partnerships for sustainable development. The Partnering Initiative Working Paper No. 1/2008 (read pp. 4 and 6-12) (7 pages).

## **DAY 6 (June 8, block 7/am session; block 8/pm session)**

### **Part 2. Applying, sharing and integrating the learning**

#### **The content of our conversation**

##### ***Morning session (9 am – 12:15 noon)***

- Guest Speaker: *Alison Taylor, BSR* – The Market Perspective

1. Taming the beast (Critical interpretations of multi-sector partnerships) - Recognizing power and ideology in the discourse of partnerships
2. Team presentations (fish bowl format, followed by debrief)

##### ***Afternoon session (1:15 pm – 5:00 pm)***

3. Team presentations continue
4. Conclusions, insights, and closing activities

### **Required readings for June 8 (53 pages)**

You will be working on your papers and preparing for your presentations. Therefore you will read the equivalent of one block (rather than two blocks) for this last day, please see next page. Journals are still required.

- Lotia, N. and C. Hardy. (2008) Critical Perspectives on Collaboration. The Oxford Handbook of Inter-Organizational Relations. Oxford Handbooks On-line. (Read only pp. 1 - 13) (13 pages)
- Miraftab, F. 2004. Public-Private Partnerships: The Trojan Horse of New-liberal Development? Journal of Planning Education and Research 24:89-101 (20 pages)
- Martens, J. (2007). Multistakeholder Partnerships – Future Models of Multilateralism? Berlin: The Friedrich Ebert Stiftung. (Read pp. 32-52) (20 pages).

**–END OF SCHEDULE OF ASSIGNMENTS–**

## Other interesting readings (not required)

- Adam, L., T. James & A.M. Wanjira. (2007). Frequently Asked Questions about Multi-Stakeholder Partnerships in ICTs for Development: A Guide for national ICT policy animators. Association of Progressive Communications.
- Austin, J. et al. 2007. Capitalizing on Convergence. *Stanford Social Innovation Review*, Winter.
- Benington, J. & M. Moore (eds). (2011) *Public Value: Theory and Practice*. Great Britain: Palgrave MacMillan.
- Blandin, N. 2007. "Leading at the edge of chaos". In Morse, R, T. Buss and C.M. Kinghorn (ed). *Transforming Public Leadership for the 21<sup>st</sup> Century*. New York: ME. Sharp (pp. 138-153)
- Bryson, John, Barbara Crosby, Melissa Stone and Emily Saunoi-Sandgren (2009). Designing and Managing Cross-Sector Collaboration: A Case Study in Reducing Traffic Congestion. The IBM Center for The Business of Government.
- Bryson, J., B Crosby & M. Stone (2006) The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature. *Public Administration Review* 66: 44-55.
- Crosby, B. & J. Bryson (2010). Integrative Leadership and the creation and maintenance of cross-sector collaborations. *The Leadership Quarterly* 21: 211-230. (Skim pp. 211-mid 212; read mid 212-228 with emphasis on sections 1.1 to 1.3 and 2.2 and 2.3) (about 15 pages).
- Kania, J. and Kramer, M. Collective Impact. *Stanford Social Innovation Review*, Winter 2011. Pp.36-41
- Kania, John and Mark Kramer. 2013. Embracing Emergence: Collective Impact Addresses Complexity. *The Stanford Social Innovation Review*.
- Caplan, Ken et al. 2001. Flexibility by Design: Lessons from Multi-sector Partnerships in Water and Sanitation Projects. BDP Water and Sanitation Cluster, WaterAid: London
- Friedman, Milton. (1970). *The Social Responsibility of Business is to Increase its Profits*. The New York Times Magazine, Sept 13, 1970.
- Garrett, James and Marcela Natalicchio (eds). (2011) Working Multisectorally in Nutrition: Principles, Practices, and Case Studies. Washington DC: International Food Policy Research Institute.
- Independent Evaluations Group (IEG), World Bank, (2007), **Sourcebook for Evaluating Global and Regional Partnership Programs: Indicative Principles and Standards** <http://www.gsdc.org/go/display&type=Document&id=2698> Retrieved on 11-28, 2010
- Klitgaard, Robert. (2001). Evaluations of, for and through partnerships. Concluding presentation at the World Bank Conference on Evaluation and Development: The Partnership Dimension,

Washington, D.C., July 23-24, 2001.

Molleda, J.C., B.A. Martinez, & A.M. Suarez. (2012). Building Multi-sector Partnerships for Progress with Strategic Participatory Communication: A Case Study from Colombia. *Anagramas*, 6(12): 107-128.

O’Leary, Rosemary & Lisa Bingham. (2007). A Manager’s Guide to Resolving Conflicts in Collaborative Networks. The IBM Center for The Business of Government. (Pp. 9-26)

Ospina et al. (2009). *Government, private sector and civil society for sustainable development: Toward a collaborative synergy in Latin America*. Summary of Research. Research Center for Leadership in Action. (pp. 2-13) (11 pages).

Patscheke, S., A. Barmettler, L. Herman, S. Overdyke & M. Pfizter. (2014). Shaping Global Partnerships for a Post-2015 World. *Stanford Social Innovation Review*.  
[http://www.ssireview.org/articles/entry/shaping\\_global\\_partnerships\\_for\\_a\\_post\\_2015\\_world](http://www.ssireview.org/articles/entry/shaping_global_partnerships_for_a_post_2015_world)  
Retrieved on 2/18/14.

Porter, M. & Kramer, M. “Strategy and Society: The link between competitive advantage and corporate social responsibility.” *Harvard Business Review*, December 2006, pp.78-92.

Radovich, S., S. Zadek & M. Sillanpaa. 2006. Partnership Governance and Accountability: Reinventing Development Pathways: The PGA Framework. GPA General Report. Accountability Report.

Rein, M.; et al. (2005). *Working Together: A Critical Analysis of Cross-Sector Partnerships in Southern Africa*. Cambridge: The University of Cambridge Programme for Industry, UK.

Saul, J.; Davenport, C.; and Ouellette, A. (2010). (Re)Valuing Public-Private Alliances: An Outcomes-based Solution. USAID and Mission Measurement.

SEKN, Creating social and economic value. In SEKN (2006) *Effective Management of Social Enterprises: Lessons from Businesses and Civil Society Organizations in Iberoamerica*. Cambridge: Harvard University, David Rockefeller Center for Latin American Studies, Inter-American Development Bank.

Selsky, J. & B. Parker (2005). Cross-sector Partnerships to Address Social Issues: Challenges to Theory and Practice. *Journal of Management*. 31:849-873

Samaranayake, S., V. Budinich and O. Kayser (2011). *Access to Housing at the Base of the Pyramid: Enabling markets for affordable housing markets*. Ashoka: Full Economic Citizenship, Hystra.

Saz-Carranza, A. & F. Longo (2012). Managing Competing Institutional Logics in Public–Private Joint Ventures, *Public Management Review*, 14:3, 331-357

Waddock, Sandra. (2008). Building a New Institutional Infrastructure for Corporate

Responsibility. *Academy of Management Perspectives*. Pp. 87-108.

WaterAid. (2009) Putting our heads together: Debating the potential strengths of partnerships for WASH.