

NYU/Wagner Graduate School of Public Service
PADM-GP 2430- Spring, 2016
Multi-sector partnerships: A Comparative Perspective

Professor

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Office hours - Wednesdays, 3:30-5:30 pm and 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 and clarify the basic components of an effective multi-sector partnership, different possible types of cross-sector collaborations, and the flow of building a multisectoral partnership;
2. Recognize key assumptions, concepts and paradigms from the public, nonprofit and business perspectives, and appreciate the opportunities and barriers these differences create, thus adding new perspectives to their existing worldview;
3. Analyze cases of value creation through multi-sector collaboration in diverse geographical contexts that illustrate the challenges; and apply assumptions, concepts and paradigms to illuminate the case analyzed in their final team project.
4. Identify collaborative leadership competencies (such as the ability to challenge the self, to be critical of all perspectives, to listen to others' perspectives openly) and potential tools to facilitate partnership work (such as the U-process);
5. Explore their own areas of growth and potential strategies to tackle them to become better bridge-leaders across sectors.

Course Requirements

1. Active engagement in class exercises and discussions around assigned reading - due every session;
2. Individual Journal entries (ref. assigned reading) - due every session starting on Feb 20;
3. Individual Report (mini-case): Critical review of a multi-sector partnership – due March 25;
4. Individual final reflection essay – due May 6
5. Final team project presentation (delivered May 14) and paper – due May 17

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 the best possible learning environment. See class participation assessment in NYUClasses.

Attendance and Lateness Policy - Attendance at each class session is expected. If you miss more than one session, 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 more than two sessions is grounds for course failure.***

Journaling

- While expected to read all required material, students will choose **three** readings from each session to comment on their journal.
- Students will link insights from these readings to their own experience and self-assess 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 one page per session). 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...)

Individual Report (mini-case): Critical review of a multi-sector partnership

- Students will search and identify (via the internet and their professional networks) a multi-sector partnership and will develop a critical review in the form of a mini-case that

describes in some detail its primary components and impact, and identifies factors associated with its success (or shortcomings);

- Student will write a memo (3-5 pages, double space) offering a personal assessment of the case's robustness as a collaboration case.
- Memo is due on March 25.

Team project

- Students will choose a case in a particular policy area and join a team of participants with similar preference (see list of cases 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.
- Students will present a preliminary version of their work to the class during the last session (May 14). They will hand-in small assignments through out the course, which will build toward the presentation and paper (*see assignments in separate document on Team project posted in NYU Classes*). Students are responsible for continuing to do the work on their own between sessions to ensure final completion of the project.
- Report is due on May 17.

Cases for the team project:

Case 1: Senegal's Fight against Malnutrition: The Nutrition Enhancement Program (Africa). 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 (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 (North America). 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.

Case 4: MetroGIS (North America). In:

- Gelbmann, Rick. (no date) *MetroGIS: Moving Regional GIS Data Sharing from Concept to Reality*. Downloaded from <http://www.metrogis.org/about-metrogis/history-development.aspx>, January 25, 2016.

Final reflection essay

- Each student will write a 3-5 page final reflection essay. We will initiate this work during class. Students will then complete the reflective essays, to further incorporate aspects of

learning based on the journaling, as well as incorporating readings, class discussions, and guest speakers' presentations.

- The essay 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 must 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 essay is due on May 6

In summary, students must satisfy the following requirements:

Requirements and due dates	Percentage grade
<p>Journaling - One journaling assignment per session for a total of 6 (no journaling on May 14); due at the beginning of each class, except journal for Feb 6 to be handed in with journal for Feb 20)</p>	15%
<p>Individual Report (mini-case): Critical review - Due March 25</p>	20%
<p>Team project (30%) - Class presentation – See due dates of small assignments and presentation plan in separate document; presentation delivery due <i>May 14</i> - Final paper – One pager and work plan due <i>April 2</i>, final paper due <i>May 17</i></p>	10% 25%
<p>Individual final reflection essay - Identifying developmental needs and strategy to address them. Due on <i>May 6</i></p>	20%
<p>Class participation – <i>Assessed every day</i></p>	10%
TOTAL:	100%

Overview of Course Contents and assignments

I. The what and why of multi-sector partnerships

Session 1: February 6 – Creating collective impact in a shared-power world: the nature and role of multi-sector partnerships

Session 2: February 20 – Using social technologies to address wicked problems: facilitating bridge building across different perspectives.

Journal assignment for Sessions 1 and 2

Guest speaker: Surita Sandosham, Synergos's approach to building partnerships

II. The who, what and how of multi-sector partnerships: institutional differences and collaboration

Session 3: March 5 – Building Blocks: Collaborating across sectors: motivations, risks, benefits, barriers and roles

Journal assignment for Session 3

Guest Speaker: Neil Britto, The Intersector Project

Individual Report (mini-case): Critical review: March 25

Session 4: April 2 – Architecture and Processes 1: Governance (with capital G): challenges and the inter-organizational life cycle.

Journal assignment for Session 4; Work plan for teamwork: April 2

Guest Speaker: TBC - The Government Perspective

Session 5: April 16 – Architecture and Processes 2: Governance (with small g), accountability and leadership (Multi-sector partnerships at work).

Journal assignment for Session 5

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

III. The so-what of multi-sector partnerships

Session 6: April 30 – Meaningful Partnerships: Transitions, transformations, exits and lessons (evaluation): when and how to move on.

Journal assignment for Session 6

Guest Speaker: Alison Taylor, BSR – The Market Perspective

Individual final reflection essay: May 6

Session 7: May 14 – Taming the beast: Critical interpretations of multi-sector partnerships.
Wrapping up: lessons and insights of multi-sector partnerships

Team Project Presentations: May 14

Team project paper: May 17

Course content and schedule of assignments

I. The what and why of multi-sector partnerships

Session 1: February 6

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

Required readings

- Hanleybrown, F., Kania, J. and Kramer, M. (2012) Channeling Change: Making Collective Impact Work. *Stanford Social Innovation Review*, January 2012 (8 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. Pp 185-201) (15 pages).
- These three short pieces **go together** as a single reading (and single journal entry) 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
- 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).
- 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).
- Read the following case (be prepared to describe):

- **The Chamba Valley Partnership Project (CVPP), Zambia:** In 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 (pp. 37-48) (11 pages)

Session 2: February 20

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

- Organizing the Student Project: Overview of the final assignment; students choose topics and form groups
- Guest speaker: Surita Sandoshan - Using a systems perspective as entry point to multi-stakeholder initiatives

Journal assignment for Sessions 1 and 2 due today

Required readings

- Brown (2015), Bridge-Building for Social Transformation, Stanford Social Innovation Review (18 pages)
- Synergos. (2012). Ten lessons on Multi-stakeholder Partnerships. New York City: Synergos (pp. 3-16) (13 pages)
- **Watch:** The Essence of Theory U and Presencing, by Professor Otto Scharmer <https://www.youtube.com/watch?v=7IUyGBBcdJY> (5:15 minutes)
- 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. Read pages 1-12 and then choose ONE of the mini-cases presented between pages 12-18 (13 pages)
- Sawyer, D. & D. Ehrlichman. (2016) The Tactics of Trust. *Stanford Social Innovation Review*, Winter 2016. (2 pages)
- CASE: Bhagwat, I., S. Sandosham, and V. Ramani. 2014. *The Bhavishya Alliance: A Multisectoral Initiative to Address Undernutrition in Maharashtra*. POSHAN Implementation Note 2. New Delhi, India: International Food Policy Research Institute. (3 pages)

II. The who, what and how of multi-sector partnerships: institutional differences and collaboration

Session 3: March 5

Building Blocks: 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
- Guest Speaker: Neil Britto, The Intersector Project – an overview of the ecology of partnerships

Journal assignment for Session 3 due today

Required readings

- 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).
 - 2013. Taking the Mythology out of Partnerships – A view from the ground up (4 pages).
- 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)
- CASE: Christiansen, A.M. (2013). Joining Forces: Creating New Partnerships to Bring Greenland Forward. Journal of Corporate Citizenship. 50: 46-57 (11 pages).

ATTENTION: Individual Report (mini-case): Critical review: due March 25

Session 4: April 2

Architecture and Processes 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: TBC - The Government Perspective

Journal assignment for Session 4 due today

Work plan for teamwork: due today

Required readings

- 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).
- 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)
- Sandosham, S. & D. Winder. (2008) *Building Multi-sector Partnerships to Address Complex Problems: Lessons from the Partnership for Child Nutrition and the Bhavishya Alliance, India*. New York City: Synergos. Scan pages 1-5 (you are now familiar with this case) and concentrate on Lessons (pp. 5-13: 8 pages)
- CASE: Uribe, E., R. Gutierrez and A. Barragan. 2011. *HOCOL*. Social Enterprise Knowledge Network SKEN. (15 pages text, 15 Charts)

Session 5: April 16

Architecture and Processes 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: Surita Sandosham, Synergos The Civil Society Perspective

Journal assignment for Session 5 due today

Required readings

- 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. Zadek, 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).
 - (2013). Plotting Partnerships – Reviewing objectives and spirit. Business Partners for Development Classic Hit Series (6 pages)
- Senge, S. Hamilton, H. Kania, J. (2015) The Dawn of System Leadership, Stanford Social Innovation Review (Winter 2015) (8 pages)
- Ryan, M.J. (2014). Power Dynamics in Collective Impact. *Stanford Social Innovation Review*, Fall 2014. (2 pages)
- 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).

III. The so-what of multi-sector partnerships

Session 6: April 30

Meaningful Partnerships: Transitions, transformations, exits and lessons: when and how to move on

- Defining success and planning evaluation
- Exploring the importance and strategies for exiting when the project is done
- Guest Speaker: Alison Taylor, BSR – The Market Perspective

Journal assignment for Session 6 due today

Required readings

- Parkhurst, M. & H. Preskill. (2014). Learning in Action: Evaluating Collective Impact. *Stanford Social Innovation Review*, Fall 2014. (3 pages)
- Caplan, K., J. Gomme, J. Mugaby and L. Stott (2007). Assessing Partnership Performance: Understanding the Drivers for Success. *Building Partnerships for Development*. (given other readings, only go over the Tables from pages 7-28) (about 13 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).
- 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)
- CASE: Heid, E. (2006). Agua para Todos/Water for All. *The Seed Initiative Partnership*, Global Public Policy Institute. (12 pages)
- CASE: 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. (re-read pp. 13-14 and Read pp. 15-18) (6 pages).

Individual final reflection essay: due May 6

Session 7: May 14

Applying, sharing and integrating the learning

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)

3. Wrapping up

Team Project Presentations due today

Required readings

- 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. 4-6) (3 pages).

Team project paper: due May 17

–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 21st 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.
- 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*.
- Garrett, James and Marcela Natalicchio (eds). (2011) Working Multisectorally in Nutrition: Principles, Practices, and Case Studies. Washington DC: International Food Policy Research Institute.
- Friedman, Milton. (1970). *The Social Responsibility of Business is to Increase its Profits*. The New York Times Magazine, Sept 13, 1970. [This is very old, but insightful in terms of progress around corporate social responsibility]
- 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
- 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
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.

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).

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

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.