

NYU/Wagner Graduate School of Public Service
PADM-GP 2430- Spring, 2018
Multi-sector partnerships: A Comparative Perspective

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Office hours - Wednesday, 3:00-5:00 pm or 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. Collaboration is even harder 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 participant dialogue and learning around examples of formal collaborations, both global and 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 on 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 explore assumptions of stakeholders from each sector, to clarify and challenge their own assumptions and pre-conceptions in reference to the three sectors and to clarify 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 key cycles for 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 Jan 27;
3. Individual Report (mini-case): Critical review of a multi-sector partnership – due March 5;
4. Individual final reflection essay – due April 28
5. Final team project presentation (delivered April 21) and paper (due May 5); sub-assignments include the following due dates: one page description of problem and context of the case and team work plan (due March 10), draft of collaboration map and one-page plan of presentation (due April 5), presentation hand-outs (due April 19).

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 rubric in NYUClasses (Cases and Instructions tab)

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 **two** 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. These assignments are also an opportunity to reflect on the student's participation in class; including peer interaction, contribution to class and group dynamics.
- 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 upload journals in NYU Classes assignments before arrival to 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 class references, 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 (up to 5 pages, 1.5 space) offering a critical review;
- Memo is due on March 5; see instructions in NYUClasses (Cases and Instructions tab).

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) providing an analysis of the case;
- Students will present a preliminary version of their work during the last session (April 21). They will hand-in small assignments through out the course, building toward the presentation and paper. Students are responsible for working on their own between sessions to ensure final completion of the project;
- Report is due on May 5; see instructions in NYUClasses (Cases and Instructions tab).

Cases for the team project (found in NYUClasses - Cases and Instructions tab):

Case 1: 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 2: 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 3: California's CALFED Water Program (United States). 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 (United States). 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.

Case 5: Global Partnership for Education (Global). In:

- Global Partnership for Education. (2017). GPE Results Report. Abridged Version. 2015-2016. Global Partnership for Education. Downloaded from

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 should review the “Class participation assessment” document in NYU Classes (in the “team project cases, instructions, writing resources” folder) and use this essay to also reflect on what they learned about themselves and their leadership style through their participation and class contributions.
- Students must reference at least 5 readings in the paper, and include a bibliography as an extra page.
- This essay is due on April 28

In summary, students must satisfy the following requirements:

| Requirements and due dates | Percentage grade |
|---|-------------------------|
| Journaling - One journaling assignment per session for a total of 6 (no journaling on April 21); posted in NYU Class assignment before class (post will close at 8:30 am) except journal for January 27 to be posted with journal for Feb 10) | 15% |
| Individual Report (mini-case): Critical review - Due March 5 –See instructions in NYUClasses | 20% |
| Team project (30%) - Class presentation – See due dates of small assignments and presentation plan in separate document; presentation delivery due <i>April 21</i> - Final team paper – One pager and work plan due <i>March 10</i> , final paper due <i>May 5</i> | 10% 25% |
| Individual final reflection essay - Identifying developmental needs and strategy to address them. Due on <i>April 28</i> | 20% |
| Class participation – <i>Assessed every day</i> | 10% |
| TOTAL: | 100% |

Overview of Course Contents and assignments

I. The why and what of multi-sector partnerships

Session 1: January 27 – Creating collective impact in a shared-power world: the nature and purpose of multi-sector partnerships

Session 2: February 10 – Innovations in governance to address wicked problems: facilitating bridge building across difference; teams formed

Guest speaker: Surita Sandosham, Synergos’s approach to building partnerships and The Civil Society Perspective

Journal assignment, Sessions 1 and 2

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

Session 3: February 24 – Collaborating across sectors: motivations, risks, benefits, barriers and roles.

Guest Speaker: Neil Britto, The Intersector Project

Journal assignment, Session 3

Individual Report (mini-case): Critical review, March 5

Session 4: March 10 – Architecture and Processes 1: Governance (with capital G): challenges and the inter-organizational life cycle.

Guest Speaker: – Sara Enright, The Business Perspective

Journal assignment, Session 4; teamwork plan and one page case description, March 10

Session 5: March 24 – Architecture and Processes 2: Governance (with small g), accountability and leadership (Multi-sector partnerships at work).

Guest Speaker: TBD, The Government Perspective

Journal assignment, Session 5; Attention: Draft of collaboration map and presentation plan, April 5

III. The so-what of multi-sector partnerships

Session 6: April 7 – Meaningful Partnerships: Transitions, transformations, exits and lessons (evaluation): when and how to move on.

Journal assignment, Session 6; Individual final reflection essay, April 28

Session 7: April 21 – Taming the beast: Critical interpretations of multi-sector partnerships.

Wrapping up: lessons and insights of multi-sector partnerships

Team Project Presentations, April 21; Team project paper, May 5

Course content and schedule of assignments

I. The why and what of multi-sector partnerships

Session 1: February 4

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 purpose 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 (note: each readings under each numeral represent a bundle for one journal entry)

1. On multi-stakeholder partnerships (15 pages, counts as 1 journal entry)

- 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 (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

2. Why partnerships: a conceptual rationale (14 pages, counts as 1 journal entry)

- 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 185-200) (14 pages).

3. Why partnerships: the reality of convergence (15 pages, counts as 1 journal entry)

- 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).

- 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)

4. Why global partnerships: the challenges of development (12 pages, counts as 1 journal entry 1 journal entry)

- 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. 7 – 11) (5 pages).
- GIZ/BMZ. (2017). *Multi-stakeholder partnerships in the context of Agenda 2030*. Bonn: German Federal Ministry of Economic Cooperation and Development. (Read pp. 5-6 and 9-15).
- Watch the following video: <http://www.gavi.org/de/> (2.5 minutes) AND read/study the following three pages from the website of GAVI:
 - <http://www.gavi.org/about/mission/> (1 page)
 - <http://www.gavi.org/about/gavis-partnership-model/> (1 page)
 - <http://www.gavi.org/about/partners/the-partnership-model/> (2 pages)

Session 2: February 10

Innovations in governance to address wicked problems: facilitating bridge building across difference

- Case: Synergos’s systemic approach to building partnerships; the use of the U process
- Organizing the Student Project: Overview of the final assignment; students choose topics and form groups

Guest speaker: Surita Sandoshan - The Civil Society Perspective

Journal assignment for Sessions 1 and 2 due today

Required readings

1. The big picture: (18 pages, counts as 1 journal entry)

- Brown (2015), Bridge-Building for Social Transformation, Stanford Social Innovation Review (18 pages)

2. Lessons learned: (16 pages + video, counts as 1 journal entry)

- Synergos. (2012). Ten lessons on Multi-stakeholder Partnerships. New York City: Synergos (pp. 1-16) (16 pages)
- Back to *Bhavishya Alliance*: **Watch** <https://www.synergos.org/media/135> (24 minutes)

3. The theory U process: (13 pages + video, counts as 1 journal entry)

- **Watch:** The Essence of Theory U and Presencing, by Professor Otto Scharmer <https://www.youtube.com/watch?v=7lUyGBBcdJY> (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)

4. Browse 5 cases for final project in preparation for team formation (browse-no entry)

- Go to NYUClasses Assignment tab for Instructions for Final Assignment and to Resources tab for the cases.

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

Session 3: February 24

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

Journal assignment for Session 3 due today

Required readings

1. More fundamentals (17 pages, counts as one journal entry)

- Tennyson, R. 2011. *The Partnering Tool Book*. The International Business Leaders Forum and the Global Alliance for Improved Nutrition. READ ONLY CHAPTERS 1 (pp. 5-9) and 2 (pp. 11-14) (9 pages).
- Caplan, K.: (note some repetition in these entries, but also note the differences!)
 - 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).

2. Motivations from the business perspective: (13 pages, counts as 1 journal entry)

- 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. <http://www.fsg.org/tabid/191/ArticleId/656/Default.aspx?srpsh=true> (13 pages)

3. Demands of a globalized environment: (15 pages, counts as 1 journal entry)

- Bulloch, Gib, Peter Lacy and Chris Jurgens (2011) Convergence economy, rethinking international development in a converging world (Read pp. 14-29) (15 pages).

4. Cases and stories from practice: (13 pages, counts as 1 journal entry)

- Christiansen, A.M. (2013). Joining Forces: Creating New Partnerships to Bring Greenland Forward. Journal of Corporate Citizenship. 50: 46-57 (11 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)

Session 4: March 10

Architecture and Processes 1: Governance (with capital G) challenges and the inter-organizational life cycle

- CPPCs at work: the inter-organizational collaborative life cycle; whether to set up a partnership
- Case analysis: the Hocol case in Colombia

Guest Speaker: Sara Enright, BSR - The Business Perspective

Journal assignment for Session 4 due today

Team deliverable: One page description of the problem and context of the case; bullet points about contextual elements that must be considered to propose alternative scenario (bring to class); Team work plan also due.

Required readings

1. Tackling demands of a globalized environment: (14 pages, counts as 1 journal entry)

- 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)

2. Insights from practice: enabling partnerships (15 pages, counts as 1 journal entry)

- Caplan, K. (2013). Creating Space for Innovation – understanding partnership enablers. Business Partners for Development Classic Hit Series (4 pages)
- Sawyer, D. & D. Ehrlichman. (2016) The Tactics of Trust. *Stanford Social Innovation Review*, Winter 2016. (2 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).

3. Partnership: Yes or no? (14 pages, counts as 1 journal entry)

- Global Development Incubator. (2015). More than the sum of its parts: Making multi-stakeholder initiatives work. California: Creative Commons. Read pages 8 (starting at The Peril - 19 (12 pages)

4. A case application: Yes or no? (15 pages, counts as 1 journal entry)

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

SPRING BREAK: March 12-16 No classes

Session 5: March 24

Architecture and Processes 2: Governance (with small g), accountability and leadership (Multi-sector partnerships at work)

- Structuring and governing multi-sector partnerships; accountability issues and leadership challenges
- Case analysis: the PTB case in Barcelona

Guest Speaker: TBD, The Government Perspective

Journal assignment for Session 5 due today

Required readings

1. Shaping the partnership's architecture to deliver (13 pages, counts as 1 journal entry)

- Tennyson, R. 2011. *The Partnering Tool Book*. The International Business Leaders Forum and the Global Alliance for Improved Nutrition (13 pages)

- Governance structures and accountability - CHAPTER 3 (pp.15-17) (3 pages)
- Managing the partnering process - CHAPTER 4 (pp. 19-26) (8 pages)
- Delivering successful projects – CHAPTER 5 (pp. 27-28) (2 pages)

2. Issues of accountability (16 pages, counts as 1 journal entry)

- 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).

3. Issues of leadership and power (12 pages, counts as 1 journal entry)

- Presidio Institute. (2018). Cross-sector Leadership: Approaches to solve problems at the scale at which they exist. *Stanford Review of Social Innovation*, Supplement, Winter 2017. READ pp. 2-10
- Ryan, M.J. (2014). Power Dynamics in Collective Impact. *Stanford Social Innovation Review*, Fall 2014. (2 pages)

4. A case application: Accountability and leadership at work (15 pages, counts as 1 journal entry)

- 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).
 - (2013). Plotting Partnerships – Reviewing objectives and spirit. Business Partners for Development Classic Hit Series (6 pages)

Attention: WEDNESDAY APRIL 5 Team deliverable: Draft of the map that describes the overall collaboration; one-page plan of the presentation. Send to Prof. Ospina

III. The so-what of multi-sector partnerships

Session 6: April 7

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; considering

both dimensions when starting a new partnership

Journal assignment for Session 6 due today

Required readings

1. Evaluating partnerships: Choose ONE of the following two readings:

- **A more academic approach to the topic (17 pages, counts as 1 journal entry)**
 - Woodland, R. & M. Hutton (2012). Evaluating Organizational Collaborations: Suggested Entry Points and Strategies. *American Journal of Evaluation*. 33(3): 366-383 (read all)
- **A more practice oriented approach to the topic (18 pages, counts as 1 journal entry)**
 - Caplan, K., J. Gomme, J. Mugaby and L. Stott (2007). Assessing Partnership Performance: Understanding the Drivers for Success. *Building Partnerships for Development*.

2. Evaluation in practice: (14 pages, counts as 1 journal entry)

- Parkhurst, M. & H. Preskill. (2014). Learning in Action: Evaluating Collective Impact. *Stanford Social Innovation Review*, Fall 2014. (3 pages)
- CASE: Homelessness in Harvard Square: Multi-stakeholder Collaboration in Action. Please go to the following link and PURCHASE your own copy of the case: <http://case.hks.harvard.edu/homelessness-in-harvard-square-multi-stakeholder-collaboration-in-action/> (11 pages + Appendixes)

3. Evaluation of global partnerships for development: (13 pages, counts as 1 journal entry)

- 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).
- Pattberg, P. and O. Widerberg. (2016). Transnational multi-stakeholder partnerships for sustainable development: Conditions for success. *Ambio* 45: 42-51. (read pp. 44 from Key findings – 49 before Conclusions) (6 pages)

4. Transitions, transformations and exits: Moving on (17 pages, counts as 1 journal entry)

- 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)

Attention: Thursday, April 19, Team deliverable: Presentation Hand-outs to be distributed to students: a two-page summary of the case [following Tool 7 in Tennyson (2003) The Partnering Tool Book]. Send to all course participants by e-mail so they can read by Saturday.

Attention: Saturday, April 28: Individual final reflection essay due

Session 7: April 21

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 or other format, followed by debrief Q&A)

3. Wrapping up

Team Project Presentations due today; please read the two-page summaries sent by students on April 19 for other cases.

Required readings:

Attention: Read Lotia & Hardy and then **choose ONE** of the additional 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)

Choose ONE of these to read:

- Mirafteb, 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). Multi-stakeholder Partnerships – Future Models of Multilateralism? Berlin: The Friedrich Ebert Stiftung. (Read pp. 32-52) (3 pages).

Team project paper: due May 5

–END OF SCHEDULE OF ASSIGNMENTS–