Challenges in Operationalizing Cross-Sector Partnerships

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What Does it Mean?

Collaboration

Alliance

Tri-Sector

Partnership

PPPs
Collaboration
Partnership
Engagement Continuum

**COLLABORATION**
- Shared Goal(s)
- Common Objectives
- Coordinated Approaches
- Independent Results

**PARTNERSHIP**
- Shared Goal(s)
- Shared Objectives
- Interdependent Resources/Approaches/Locations
- Shared Risk
- Joint Operation/Decision Making
- Partnership Structure/System
- Shared Results

**ENGAGEMENT CONTINUUM**

Minimum

Maximum

12/12/2014
Partnership Phases

**ASSESSMENT PHASE**

- Parties discuss potential partnership opportunities
- Parties evaluate partnership and decide if it should be continued

**PARTNERSHIP PHASE**

1. Initiate
2. Re-Assess
3. Execute/Evaluate
4. Re-Design

The cycle repeats depending on the outcome of each phase.
## Long-Arnold Framework on Partnership Success Factors

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>INITIATION</th>
<th>EXECUTION</th>
<th>CLOSURE/RENEWAL</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>INCLUDE</td>
<td>RESPECT</td>
<td>SHARE</td>
</tr>
<tr>
<td></td>
<td>All critical stakeholders</td>
<td>Each partners needs and interests</td>
<td>Success and credit</td>
</tr>
<tr>
<td>GOALS</td>
<td>DEFINE</td>
<td>STEWARD</td>
<td>EVALUATE</td>
</tr>
<tr>
<td></td>
<td>A viable and inspirational (shared) vision</td>
<td>Based on process learning and new science/technology</td>
<td>Results against goals and alternatives</td>
</tr>
<tr>
<td>CAPACITY BUILDING</td>
<td>INVEST</td>
<td>TRANSLATE</td>
<td>SUSTAIN</td>
</tr>
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<td>in relationships needed for long-term success</td>
<td>Knowledge into signs of progress</td>
<td>Progress by institutionalizing (partnership) arrangements</td>
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</tbody>
</table>

Key Questions During Initiation

• Who are the critical stakeholders?
• What is the shared goal(s)?
• How will success be measured?
• How will the partnership be managed?
• How will decisions be made?
Key Questions During Execution

• Are different stakeholder views being heard?
• How will goals be operationalized?
• How will disagreements be managed?
• How will decisions be communicated?
Governance Structures

Number of Partners

Formal Governance Structure

City Year/ Timberland

Marine Stewardship Council

Clean Cook Stoves

Pink Ribbon

Red Ribbon

GAIN
Key Questions during Closure/Renewal

• How is success shared and communicated?

• Also need to evaluation of the partnership process—was it worth it?

• Has the problem been solved? Has enough value been created to continue the partnership?

• How does the partnership need to be re-designed to continue to prove value?
USG (2 votes) (USAID Serves as USG Lead)

State Provides PEPFAR/HIV Funding to DOD, Peace Corps, CDC and USAID

Other CDC Funding

MCH USAID Funding

Norway

Merck

ACOG

Project Cure

EMC

Implementers

Volunteers

Implementer
Internal Challenges to Partnership
External Challenges to Partnership
EXPANDING THE PIE

Join the NGO-Corporate Partnership Group on LinkedIn

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