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POLICY AND GLOBAL AFFAIRS

Examining the Evidence: The Case Study Approach and Preliminary Analysis

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- **Rationale for Examining Partnerships**
- **Typology and Case Study Approach**
- **Partnerships and Sustainability**
- **Lessons from the Field**
- **Observations on Partnership Types**

What can we learn from experience?

- Thousands of partnerships formed since WSSD; thousands more existed prior
- But literature is thin, applicability is limited, and progress has been slow
- Need for a shift from anecdotal evidence to more organized learning
- Hypothesize that lessons might be drawn out by focusing on intended outcomes rather than issue area

In other words…

- We’ve let one hundred flowers bloom (or in this case, thousands), but
- Some of the flowers were just reclassified
- Some have failed to bloom but we don’t know why not
- Some are quite showy but bearing little fruit
- Some could be crowding out other important species
- Some people seem to be allergic to flowers
- Others would just as soon get rid of the flowers and make room for something else

Partnerships Typology

i. Action-oriented and formed to deliver a good/service critical to sustainability
ii. Action-oriented and focused on conservation/restoration in a particular region
iii. Research-based efforts to spur innovation in a particular sector
iv. Disseminating science-based knowledge for sustainable impact
v. Building communities of practice around issues of sustainability

Cases being examined

- Agua Para Todos (Bolivia)
- Common Code for the Coffee Community (Africa/Asia/ L. America)
- East Coast Fever Vaccine Development (East/Central Africa)
- Farm to Fork Initiative (U.S.)
- Global Water Challenge (Africa/Central America/Asia)
- Green Chemistry Institute (U.S.)
- Green Power Market Development Group (U.S./Europe)
- Multilateral Initiative on Malaria (Africa)
- Renewable Energy and Energy Efficiency Partnership (Worldwide)
- Sustainable Forest Products Global Alliance (Africa/Asia/ L. America)
- Sustainable Silicon Valley (California)


PARTNERSHIPS AND SUSTAINABILITY



Partnerships and Sustainability Challenges

- Well-suited to regional sustainability challenges, which often cross political boundaries and involve actors in several different sectors
- Trend of engaging the private sector through collaboration
  - Complement to regulation
  - Desire to marshal strengths of private sector for improved service delivery
- Increasing focus on supply chains and certified products
- Access to multiple sources and levels of expertise
  - Can directly engage civil society and ‘end-users’
  - Knowledge disseminated efficiently

Partnerships and Resource Mobilization

- Financing, in-kind, knowledge, and core competencies– still may be a disconnect between ‘funders’ and ‘implementers’
- Difficult to measure versus a BAU scenario, but indications that partnerships do mobilize additional resources
- Engaging private sector is a priority
  - Major source of FDI and R&D spending
  - Important to understand reputational value
- National governments often a missing link
  - Largely absent from partnerships focused on the developing world
  - Critical role in scaling and replication

Success Factors and Areas for Improvement

- Role for a facilitative agent
- Partners selecting one another based on existing relationships– trust is already present
- Engaging end-users and small shareholders
  - Partnerships must be demand-driven
  - Importance of local ownership at project-scale
  - Give these partners space to form one ‘voice’
- Need to improve monitoring and evaluation
  - Partners can and should define their own metrics
  - Important to build local capacity where applicable
  - Partnering approach will be difficult to justify without improvements in this area

renewable energy & energy efficiency partnership

Partnership for the Tropical Forest Margins

The SEED Initiative

LESSONS FROM THE FIELD

Major Challenges

- **Maintaining steady flow of resources**
  - Portfolio of investment targets
  - Microfinance not always available
- **Engaging national governments**
  - Power imbalances
  - Policy climate
- **Competition from other partnerships**

Problem Definition

- Problem definition is critical at the outset
  - Determines who should be at the table
  - Entry point for scientific information
- Partners not motivated by the same problem
  - Frame the problem to appeal to multiple sectors
  - Secure mandates and resources to sufficiently address the problem
- Problem definition should change as new learning occurs
  - Broadening scope or re-framing can mobilize new resources/partners
  - Move beyond technological fixes and win-win scenarios

Incentives and Drivers

- **Risks shared, but rewards are often nonrival**
- **Reputation is a significant driver**
  - Not well understood outside of private sector
  - Supply-chain requirements
- **Drivers determine partnership capabilities**

Program Management

- **Importance of a facilitative coordinating body**
  - Downplays identity dynamics
  - Reduces transaction costs
- **Must adapt to succeed**
  - Need not endure forever
  - Flexibility is a strength here
- **Build in capacity for the future**

Accountability

- **Accountability measures should be central to partnership**
- **Horizontal accountability may be most appropriate**
  - Partners responsible to one another
  - Partners individually held responsible through traditional channels
  - External reporting regimes are useful
- **Watch out for asymmetries**

Assessment

- **Make quantitative wherever possible**
  - Will take longer and cost more than anticipated
  - Don’t miss broad issues, or internal and institutional ones
- **Agree upon intended/expected outcomes– know when to say when**
- **Document, examine, and disseminate failures**


Capacity Building
Knowledge Networks
Influencing Behavior
Open Innovation
CLASSES OF PARTNERSHIPS
Infrastructure Development
Campaigns
Technical Assistance
Service Provision

Action-Oriented Providing Good or Service

- Wealth of experience in this area
- Demonstrable and direct human benefits
- Tangible metrics- important in M&E
- Need to be locally-determined and locally-owned
- Not a shortage of projects, but a shortage of knowledge and connections
- Important to understand broader context

Action-Oriented Conserving or Restoring a Resource

- Project-based with quantifiable outcomes
- The ‘environmental’ partnerships
- Campaigns alone may be insufficient
- More stable to tie to other efforts
- Need to understand ecosystem services

Research and Open Innovation

- Need for advances in critical fields, e.g. food security, climate adaptation
- Lessons from prior government-university-industry interaction
- Important for global collaborations to build capacity in developing countries
- What role for patent pools and commons?

Information Dissemination

- Every partnership *can* do this, but…
  - Need the contextual background
  - In formats that are useful to decisionmakers
- Important to understand audience
  - Leveraging potential
  - Use creative social marketing
- Evaluating impacts most difficult here

Community building

- Partnerships for Partnerships– a critical link
- Map out the landscape
  - Globally and regionally
  - Evaluate project-scale results
- Catalyze additional funding
  - From partners and outsiders
  - Channel for aid and investment

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Thanks for your attention!

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