Public-Private Partnerships - Syllabus

Part III of the *International Organizations Management* Coursera Course 2013
University of Geneva
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COURSE DESCRIPTION:

In view of complex societal problems, be it in the area of health, education, social welfare or environment, many International Organizations (IOs) realize the limitations involved in addressing these problems unilaterally. Consequently, they increasingly collaborate with organizations from the business, public, and civil-society sectors in order to successfully combine their resources in a process of intense interaction and coordination. These public-private partnerships (PPPs) differ from profit-driven contracting-out mechanisms as well as from merely philanthropic, donation-based relationships since the partners are jointly responsible for planning, managing, and implementing the partnership.

This course will give an introduction into this phenomenon: Why do IOs engage in PPPs? What do these forms of collaboration entail? What types and differentiators are there? What are common challenges in managing these partnerships? How can you best design, implement, and review a PPP? And what does engaging in PPPs imply for IOs?

This course is designed to educate participants about the main ideas that PPPs build on, the challenges involved in implementing these partnerships, and to explore key questions linked to making these partnerships successful. The focus will not be on profit-based contracting out mechanisms, but on collaborative partnerships that aim to tackle complex societal and development challenges. Overall, this course will provide participants with an overview of key themes that IOs encounter when engaging in PPPs. The participants will have the opportunity to:

-Consider different types of partnership in which IOs can engage;

-Critically reflect on the benefits and risks that PPPs entail;

-Explore key challenges in working with different sectors and in managing PPPs;

-Learn about the practical management of PPPs, including critical questions relating to the design, implementation, and monitoring processes.

STRUCTURE:

The module is composed of four video lectures, accompanying quizzes, forum discussions, and a voluntary final exercise.

Lecture (1): Why and how do IOs collaborate with business, government, and civil society?

Many IOs engage in PPPs to address global challenges and solve local public good complexities. In this session, we will explore the roots of the collaborative approach and discuss the drivers that led to the increasing number of PPPs, as well as the risks involved. We will present a working definition of PPPs and look at some practical examples. Furthermore, we will identify the differences (and commonalities) of the manifold types of partnership in which IOs can involve. We will conclude that there is indeed no "one-size-fits-all" PPP form.

Literature:

•McQuaid, R. (2000): The theory of partnerships. Why have partnerships? In: Osborne, S. (Ed.) (2000): Public Private Partnerships: Theory and Practice in International Perspective. London: Routledge, pp. 9–31.

•Schäferhoff, M., Campe, S., & Kaan, C. (2009): Transnational Public-Private Partnerships in International Relations: Making Sense of Concepts, Research Frameworks, and Results. International Studies Review, 11, 451–474.

•Kolk, A., van Tulder, R., & Kostwinder, E. (2008): Business and partnerships for development. European Management Journal, 26(4), 262–273.

Lecture (2): Working across sectoral boundaries: Challenges and opportunities

In light of the partners' different backgrounds, lack of trust, unfamiliar situations, dynamic environments, etc., what are the typical challenges and dilemmas that IOs and their partners encounter in collaborative PPPs? How can these challenges be addressed? In this session, we will discuss common differences between sectors, including the partners' organizational interests in PPPs, their core competencies, and potential weaknesses. A practical example will give us an idea of common challenges in PPPs, which we will compare with the sources of obstacles mentioned in the PPP literature. We will then close by discussing key factors for avoiding and overcoming these challenges.

Literature:

•Huxham, C. & Vangen, S. (2004): Doing Things Collaboratively: Realizing the Advantage or Succumbing to Inertia? Organizational Dynamics, 33(2), 190–201.

•Waddock, S. A. (1988): Building Successful Social Partnerships. Sloan Management Review, 29(4), 17–23.

Lecture (3): Managing PPPs – designing, implementing, and reviewing

Key to successful PPPs is their thoughtful management: What are the different stages of the PPP management and the partnering process? How can PPPs best be prepared, designed, implemented, and monitored? In this session, we will start with an overview of the different

partnership phases. We will then see that a sound preparation involves building solid relationships, agreeing on a shared goal, defining the governance and operational structures, and acknowledging the role of beneficiaries throughout. Finally, we will address ways to review the progress and success of PPPs.

Literature:

•Bryson, J., Crosby, B., & Middleton Stone, M. (2006): The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature. Public Administration Review, Special Issue, 44–55.

•Stadtler, L. (2012): Designing Public-Private Partnerships for Development. M@n@gement, 15(1), 77–100.

•Tennyson, R. (2007): The Partnering Toolbook. International Business Leaders Forum (IBLF). http://thepartneringinitiative.org/w/resources/toolbook-series/the-partnering-toolbook/

Lecture (4): Managing PPPs – implications for IOs

What does it take for an IO to engage in PPPs? Is it ready for these partnerships? Where should it engage and how should it select (a) suitable partner(s)? In this fourth session, we will address the PPP's implications for the participating partner organizations, in particular for IOs. Furthermore, we will highlight the critical role of partnership brokers – often IOs – to advance collective action. As a final note, we will explore what it means for the individual(s) involved to become a PPP champion.

Literature:

•Stadtler, L., & Probst, G. (2012): How Broker Organizations Can Facilitate Public-Private Partnerships For Development. European Management Journal, 30(1), 32–46.

•Tennyson, R. (2005): What is a Partnership Broker? In: Tennyson, R. (2005): The Brokering Guidebook. International Business Leaders Forum (IBLF), pp. 7–13. http://thepartneringinitiative.org/w/resources/toolbook-series/the-brokering-guidebook/

•Williams, P. (2002): The Competent Boundary Spanner. Public Administration, 80(1), 103–124.

COURS SUPPORT:

Each video includes short quizzes that aim at increasing the participants' attention and boosting their reflection on main questions. The videos also include short video clips of practical examples and show where the participants can access practical tools, theoretical reviews, and articles on specific questions and partnering dimensions.

A forum will be made available at the Coursera platform in which participants can discuss their ideas, experience, and questions. We will moderate the forum in order to channel the discussion, spice it with guiding questions, and respond to the participants' questions.

FINAL (VOLUNTARY) EXERCISE:

Participants are encouraged to select and analyze a PPP in their environment in which an International Organization is involved. They are requested to summarize their analysis in a one-pager in line with three guiding questions: Who are the other partners? What is the PPP's goal? What are the benefits and challenges of the PPP approach in this example? The document should be sent to ppp@unige.ch. We will then provide a list that outlines the different PPP examples (see ppp.unige.ch).

FURTHER READINGS:

General books on the topic[1]:

•Hodge, G., Greve, C., & Boardman, A. (Ed.) (2011): International Handbook on Public-Private Partnerships. Cheltenham: Edward Elgar.

•Huxham, C. (Ed.) (1996): Creating collaborative advantage. Thousand Oaks: Sage.

•Kamiya, M. (2011): Partnership Design Guide: Creating Successful Cross-Sector Collaborations. Toronto: MelonAge.

•Nelson, J. (2002): Building Partnerships: Cooperation between the United Nations System and the Private Sector. United Nations, Dept. of Public Information, New York.

•Osborne S. (Ed.) (2000): Public-Private Partnerships. Theory and Practice in International Perspective. London/New York: Routledge.

•Warner, M., & Sullivan, R. (2004): Putting partnerships to work. Sheffield: Greenleaf Publishing.

Further publications on the topic[2]:

•Andonova, L. B., & Levy, M. (2003): Franchising Global Governance: Making Sense of the Johannesburg Type II Partnerships. In: O. Schram & O. Thommessen (Eds.), Yearbook of International Cooperation on Environment and Development (pp. 19–31). London: Earthscan.

•Ansell, C., & Gash, A. (2008): Collaborative Governance in Theory and Practice. Journal of Public Administration Research & Theory, 18(4), 543–571.

•Bäckstrand, K. (2006): Multi-stakeholder partnerships for sustainable development: rethinking legitimacy, accountability and effectiveness. European Environment, 16(5), 290–306.

•Berger, I., Cunningham, P., & Drumwright, M. (2004): Social Alliances: Company / Nonprofit Collaboration. California Management Review, 47(1), 58–90.

•Biermann, F., Chan, M., Mert, A., & Pattberg, P. (2007): Multi-stakeholder Partnerships for Sustainable Development: Does the Promise Hold? In: Glasbergen, P., Biermann, F., & Mol, A. (Eds) (2007): Governance and Sustainable Development - Reflections on Theory and Practice. Cheltenham: Edward Elgar. pp. 239–260.

•Googins, B. & Rochlin, S. (2002): Creating the Partnerships Society; Understanding the Rhetoric and Reality of Partnerships. In: Business and Society Review, 105(1), 127–144.

•Kaul, I. (2006): Exploring the Policy Space between Markets and States: Global Public-Private Partnerships. In: Kaul, I. & Conceição, P., The New Public Finance: Responding to Global Challenges. New York: Oxford University Press. pp. 219–268.

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[1] Please note: This non-exhaustive list is a personal selection of the instructors.
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•Rondinelli, D. & London, T. (2003): How corporations and environmental groups cooperate: Assessing cross-sector alliances and collaborations. Academy of Management Executive, 17(1), 61–76.

•Thomson, A. M. & Perry, J. (2006): Collaboration Processes: Inside the Black Box. Public Administration Review, 66, 20–32.

•Utting, P., & Zammit, A. (2009): United Nations-business partnerships: Good intentions and contradictory agendas. Journal of Business Ethics, 90(1), 39–56.

•World Economic Forum (2005): Building on the Monterrey Consensus: The Growing Role of Public-Private Partnerships in Mobilizing Resources for Development. In Partnership with the UN Office on Financing for Development and the Swiss Development Corporation Agency. http://www.weforum.org/pdf/un_final_report.pdf

•World Economic Forum (2005): Partnering for Success. In partnership with the CSR Initiative, John F. Kennedy School of Government, Harvard University, and The International Business Leaders Forum. http://www.weforum.org/pdf/ppp.pdf