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Partnerships for Development – Effective? Evidence from the Horticulture Sector in East Africa



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Sustainable Development Center
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Introduction

- Evaluation of different degrees of effectiveness of selected partnerships
- Identification of explanatory factors for differences across the reviewed cases
- Validation of an evaluation framework for development partnerships

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Outline

- Problem Statement
- Methods
- Results
- Summary
- Future Work

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Rational for development partnerships



Failures of government/ donor
→ The limitations of ODA (aid course)
→ Bureaucratic procedures

Market Failure:
→ The inequity of profit orientation

Civic Failure:
→ The inefficiency of do-gooders

Source: R. v. Tulder 2007

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Expected contribution of cross-sector partnerships to development

- Increased efficiency
- Increased ownership
- Means to institutional development
- Increased (mutual) accountability

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Problem statement

- Literature highlights that internal and external factors can positively or negatively influence dynamics and outcomes of partnership (e.g. OECD 2006; Brinkerhoff 2002b).
- Not yet systematic empirical evidence on
 - a) how these factors relate to each other and
 - b) how they affect effectiveness and efficiency of partnerships for development

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Research strategy

- Analytical framework for partnership assessment integrating possible explanatory factors in design
- Qualitative comparative analysis of three selected partnerships in Ethiopia, Kenya and Tanzania
- Comparing similar inputs across different contexts in order to explain factors (in)directly affecting partnership effectiveness
- Analysing data of respondents (n=70) collected by applying different methods (semi-structured interviews, ranking tool, questionnaire).
- Tying results to existing literature: evaluation as explanation allows sharpening of hypotheses (Eisenhardt, 1989).

7

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Analytical Framework

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      A["[A] INPUT  
Goals, motives and resources of individual partners"] --> B["[B] THROUGHPUT  
Partnership characteristics, dynamism and design"]
      B --> C["[C] OUTPUT  
Partnership objectives, sustainability and deliverables"]
      C --> D["[D] OUTCOME  
Impact: direct and indirect contribution of partnerships to upgrading and MDGs"]
      E["[E] EFFICIENCY  
Costs-Benefit:  
Critical success factors and lessons learned during process"] --> B
      F["[F] EFFECTIVENESS  
Added Value:  
Relevance and added value of the partnership"] --> C
  
```

Source: Van Tulder and Kostwinder, 2007

8

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Case studies

- WSSD-Partnership programme on market access and capacity building in export-oriented horticulture sector implemented in Ethiopia, Kenya and Tanzania since 2005
- Addressing two types of failures of export-oriented horticulture systems:
 - Market failure
 - Government failure

9

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Overall outcome of cases

- Relevance for capacity building: **high**
- Contribution to improved public-private dialogue: **medium**
- Contribution to sector upgrading: **medium-high**
- Contribution to socio-economic development: **medium**

10

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Degree of effectiveness

	Institution Building	Efficiency	Mutual Accountability	Ownership	General Degree of Added Value
Ethiopia	High	High	Medium	Medium-High	High
Kenya	Medium	Medium	Medium	Medium	Medium
Tanzania	High	Medium-Low	Medium-High	Medium-High	Medium-High

11

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Overall contribution to development

- Increased efficiency: **medium**
- Increased ownership: **medium-high**
- Institution building: **high**
- Increased (mutual) accountability: **medium**

➡ What explains findings?

12

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Critical Success Factors

- *External Factors:*
 - Enabling environment
 - *External facilitation**
 - Experience in partnering
 - Embeddedness
 - Time horizon
- *Internal Factors:*
 - Level of commitment
 - Governance arrangement
 - Clear vision of objectives
 - *Good leadership**

* Difference in answer patterns (interviews and ranking tool)

13

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Factors with mutual influence I

- **Conflicting Factors:**
 - Leadership vs organisation's culture and technical competence
 - Leadership vs transparency
 - Governance arrangement vs leadership
 - Formal accountability structures vs informal influence and relationships
 - Informal structures vs inclusion
 - 'Getting to know each other' (respect) vs time horizon
 - External facilitator vs ownership

14

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Factors with mutual influence II

- **Factors mutually enforcing each other:**
 - Embeddedness and (political) commitment
 - Risk sharing and accountability structures
 - 'Enabling environment' (institutional framework, level of existing public-private dialogue) and clear roles and complementarities

15

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Relatedness identified factors and development objectives

16

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Summary

- Reviewed partnerships contributed to developments in the export oriented horticulture sector but external and internal factors influenced effectiveness and efficiency;
- Critical success factors were identified which conflicted or/and mutually enforced each other;
- Partnerships need to cope with trade-offs between several objectives of partnerships (e.g. efficiency, ownership and mutual accountability) in order to increase effectiveness.



17

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Future work

- Challenge to increase our knowledge on the relatedness of different factors influencing partnership's effectiveness;
- Systematic empirical research to test findings on effectiveness of partnerships in different contexts with different inputs (e.g. database development);
- Further meta research required for theory building in the area of partnerships and their contribution to development;
- Analytical framework provided comprehensive descriptions as well as explanations across boundary between evaluation and research.

18

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19

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Backup Slide 1: Partnership as new approach to development

- 334 partnerships voluntarily registered with the UNESCO/CSD (Feb.2007)
- Partnerships as central part of official (bilateral) development policy
- Hardly any multinational corporations on the Fortune 500 list that does not run a partnership project with a UN organization



20

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Backup Slide 2: Creating synergy through partnering



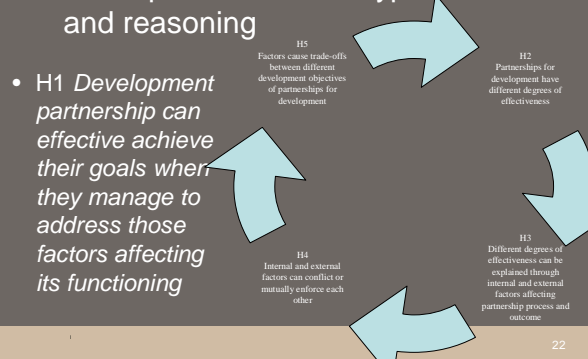
Question: Whether partnerships for development can reach their goals i.e. have added value to the partners involved and contribute to development?

21

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Backup Slide 3: Main hypotheses and reasoning

- H1 *Development partnership can effectively achieve their goals when they manage to address those factors affecting its functioning*



H5 Factors cause trade-offs between different development objectives of partnerships for development

H2 Partnerships for development have different degrees of effectiveness

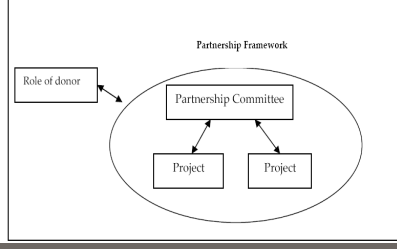
H3 Different degrees of effectiveness can be explained through internal and external factors affecting partnership process and outcome

H4 Internal and external factors can conflict or mutually enforce each other

22

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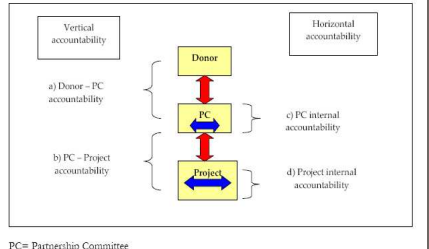
Backup Slide 4: Partnership Structure



23

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Backup Slide 5: Internal Accountability Structure



PC= Partnership Committee

24