

AN ANALYSIS OF WHAT MAKES COLLABORATIVE EFFORTS SUCCESSFUL
*WITH ASSESSMENTS BASED ON THESE FINDINGS FOR THE NEWLY
FORMED BRIDGE COLLABORATIVE*

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Executive Summary:

Our world's problems are complex, often crossing boundaries between different communities and sectors. However, many of our attempts towards solutions remain siloed. These silos prevent information sharing and create inefficiencies. When entities work alone efforts can be duplicated, which can stifle knowledge growth. Research agencies, funders, and policies such as the United Nations' Sustainable Development Goals are pushing communities towards more collaborative approaches, but success in these efforts is not a foregone conclusion.

The Bridge Collaborative is a new effort between public health, development, and environmental sustainability organizations that works across silos to support evidence-based research, design, and planning. Even though each of these communities uses evidence-based methods already, working across silos can still be challenging. Based on a literature review and interviews the following findings were identified as preferably needed in order for efforts, including the Bridge Collaborative, to be successful. The findings fell into three types of categories – foundational conditions, structure and governance, and outcomes and accountabilities. They include:

1. Governance structure and goals are well defined. (Structure and Governance)
2. A strong linking mechanism is in place at time of initial formation. (Foundational Condition)
3. Trust is established. (Foundational Condition)
4. Value is added by the effort. (Outcomes and Accountabilities)
5. Entities believe acting and thinking alone will not solve the problem. (Foundational Condition)
6. There are champions at many levels who provide leadership. (Structure and Governance)

7. Effort and activities make best use of unique competencies of the collaborators.
(Structure and Governance)
8. An accountability system tracks goals and regular reassessments are completed.
(Outcomes and Accountabilities)
9. A steady stream of funding resources is available. (Foundational Condition)
10. There is dedicated staff for the effort. (Structure and Governance)

Foundational conditions are needed to initially convene the effort, to get it off the ground. They serve as the base layer from which everything else develops. Structure and governance is the glue that successfully holds the effort together. Without these components, the effort may get started but struggle to take off and be successful. Finally, there are outcomes and accountabilities that need to happen for long-term success. Without these components the others may eventually fall apart and the effort fade away. The Collaborative has a majority of these findings in place, especially the foundational conditions. Outcomes and accountabilities is the main area that will need attention if the Collaborative is to succeed long-term.

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Introduction:

Our world and its problems are complex. These problems rarely touch just one sector. There are vast disparities of opportunity, financial means, and power. Global public health threats, more frequent natural disasters, natural resource conflicts, and forced refugees threaten to reverse progress made to solve these problems in recent decades (United Nations, 2015). The Earth's population is also a concern. According to the World Bank Data Center as of 2015, the Earth's population had grown to an estimated 7.347 billion inhabitants (World Bank, 2016). This rise in population continues to put pressure on our planet's inhabitants and our natural resources.

However, we also live in a time of immense opportunity. Significant progress has been made in meeting many of our world's challenges. How the world stays connected and the spread of information has improved tremendously. Technological advances continue to march forward enhancing global interconnectedness and the potential for progress. These changes help increase access to evidence-based solutions that can help solve our world's problems.

Adapting to climate change, creating sustainable food production, and securing clean air and water are problems we will face in our lifetime. Solving them through the lens of one sector is no longer a viable option because they do not affect just our environment, just our health, or just our economy. These problems are often complex and difficult for even experts to explain because they are the result of other indefinable problems (Gallagher, 2012). Unfortunately, most of our current research and policy systems do not foster integrated approaches to problem solving. Too often, individual sectors work independently within their own set of problems, setting narrowly defined objectives, and failing to consider the connected impacts outside of their own sector (T. M. H. K. O. Ringler, 2017). Moreover, professional development, and funding streams often reinforce siloed expertise and fail to support cross-sectoral work. Many efforts have come

together to make progress (some of which are highlighted in this analysis), but the pace and scale of today's challenges prove there is still more work to do. Communities, funders, and policy makers, are beginning to understand that multiple sectors must collaborate to solve these challenges. As Bryson, Crosby, and Stone said in their collaborative research, "Cross-sector collaboration is increasingly assumed to be both necessary and desirable as a strategy for addressing many of our most difficult public challenges, but research indicates it is hardly easy". (Bryson, Crosby, & Stone, 2006).

The idea of collaboration and the potentially powerful results achieved by integrating the resources and expertise of one community with that of others is easy to get excited about, but successful collaboration is not a forgone conclusion. Collaboration is challenging enough when entities are from the same community with similar backgrounds, it becomes even more difficult when the scale is global, methods for gathering evidence vary, and there are multiple sectors. If the entities entering into the collaboration do not have the right support in place, the effort can actually weaken their work if not done correctly. For example, an environmental organization suddenly shifting focus to work on public health issues may lose funders that only focus on conservation. It is not accidental that most collaborations struggle to take off or end up falling apart before they have even officially started (Huxham & Vangen, 2004). Research reinforces that cross-sector collaboration is hardly an easy answer to solving tough public problems.

According to Huxham and Vangen (2004), collaboration "is typically frustrating for participants (although sometimes exhilarating as well) and full of opportunities for collaborative inertia."

Research Questions and Objectives:

Given the acknowledgement that cross-sector collaborations are important yet often difficult to start and sustain long-term the question then becomes: What is the recipe for success? Are there

key elements every collaboration must have? What keeps people at the table? What keeps people striving to work together across sectors? This Master's Project explores what makes a collaboration most likely to succeed based on quantitative measurement through a literature review and interviews, provides examples of efforts that have been identified as successful by those working in this field, and evaluates whether the newly formed Bridge Collaborative (henceforth referred to as the Collaborative) is setting itself up for long-term success. The answers to these questions are important because:

1. Time is running out to solve our world's most complex problems.
2. Stakeholders invest significant time in collaborative efforts. This time could be better spent on other things if collaborations are not set-up successfully.
3. Funders contribute financial resources to collaborations every year. They should know whether the strategic approaches they are funding are achieving the desired impact.
4. Entities considering collaboration need to understand the conditions under which these efforts work or do not work and why.

The objectives of the research are to:

1. Identify stakeholder knowledge, motivations, and experiences from cross-sectoral collaboration.
2. Document and analyze examples of existing collaborations to learn from their successes.
3. Identify how the Collaborative is setting itself up for success by measuring it against the two objectives mentioned above.
4. Identify existing tools and resources that can help establish measureable outcomes for the Collaborative.

Background on the Bridge Collaborative:

Heather Tallis, Lead Scientist for Strategy Innovation at The Nature Conservancy stated, “The world’s problems don’t fit the way we currently work” as one of the driving reasons for forming the Collaborative. The Collaborative was founded in 2016, and as Dr. Tallis describes “works with over 150 researchers and 90 organizations in the global health, environment, and development fields to solve complex global challenges through a shared evidence base” (Tallis Interview, 2017). The Collaborative was founded because its leaders kept continually seeing the potential and power of cross-sector collaboration when shared evidence was gathered and used for decision-making. Table 1 captures highlights from the Collaborative’s strategic plan (Ringler et al, 2017). The Collaborative is led by four organizations with complementary expertise: Duke University, The International Food Policy Research Institute (IFPRI), The Nature Conservancy (TNC), and PATH. Each of these entities has a designated member that makes up the governing body/secretariat. Other participants include:

- Over 200 experts who participated in multidisciplinary working groups led by Co-Principal Investigators. These groups created key principles needed for securing the evidence base for collaborative problem-solving.
- World leaders in development, health and the environment organizations that work together on an Advisory Council to guide the Secretariat.

Table 1. Bridge Collaborative Strategic Plan Overview (Ringler et al, 2017)

| Vision | Descriptors | 10 Year Objectives |
|---|--|---|
| <ul style="list-style-type: none"> • “We envision health, development and environment communities jointly solving today's complex, interconnected challenges.” | <ul style="list-style-type: none"> • Results-driven • Agile • Collaborative | <ul style="list-style-type: none"> • Health, development and environment communities have aligned agendas, with clear priority grand challenges they are aiming to solve together. • Leading evidence-based |

| | | |
|--|---|--|
| <ul style="list-style-type: none"> • “We are sparking action to develop a shared evidence base for solutions that bridge inclusive development and environmental sustainability.” | <ul style="list-style-type: none"> • Empowered • Interdependent | <p>organizations are using aligned evidence methods, making evidence more interoperable.</p> <ul style="list-style-type: none"> • Existing evidence is synthesized across sectors, showing clear solutions that can create multiple outcomes. |
|--|---|--|

On January 30th, 2017 the Collaborative launched activities with the full group of participants at a meeting at Duke University. The meeting was meant to inspire leading practitioners and bring together researchers in the environment, development, and health communities to work together and help draft the key principles for the Principles and Guidance document (Principles and Guidance, 2016). Six working groups were created, each with designated Primary Investigators. They included:

- | | |
|-----------------------------------|----------------------------------|
| 1. Climate Change | 4. Sustainable Food and Health |
| 2. Sustainable Food | 5. Sanitation and Water Security |
| 3. Sustainable Food and Nutrition | 6. Air Pollution |

In the first year of work, the Collaborative reviewed and created guidance for entities interested in designing strategies and actions that work across sectors. With the release of its Principles and Guidance document (Tallis, 2017), the Collaborative made recommendations to test this shared evidence approach. The goal was to produce something that would inform strategies, shape policies, and direct funding decisions towards more collaboration across sectors. The document states, “Increasingly, global alliances and collaborative efforts are exploring solutions to complex and interconnected problems and building platforms for dialogue across sectors”

(Tallis, 2017).

On April 10th 2017, a follow-up meeting was held in Palo Alto with co-PIs and the advisory council. Followed by a launch of the Collaborative in London, England on October 25th – 26th, 2017. The launch included the opportunities to secure funding with their Bridge Spark competition, gain new tools with the newly unveiled Practitioner’s Guide for Cross Sector Planning and Evidence Evaluation, and to expand contacts and networks (Tallis, 2017).

Different methods and metrics are often applied when generating evidence. This is something the Collaborative wants to unify because it makes solving complicated problems even more complex. Public Health entities use evidence gathering methods such as case controlled studies or randomized controlled trials. These methods work when researching a new drug’s effect on an illness, but what about when trying to save an endangered species. For many environmental NGOs, making decisions around evidence-based practices can be more complicated. For example, The World Wide Fund for Nature’s (WWF) Dr. Lin Li spoke of their work with Indian Rhino Vision 2020. Large NGOs such as WWF have relied on experience and ideology to help guide decisions because impact evaluation can be hard and expensive. However, when two endangered rhinos died from natural causes instead of poaching in India, the organization decided to pause on further reintroduction because it did not have enough evidence based information on how to deal with natural death since they had spent most of their time gather evidence on illegal poaching (Li Interview, 2017).

Events, Materials, and Methods:

To answer the research questions and meet the outlined objectives, the following events, materials, and research methods were completed:

*Participation in the Sanitation and Water Security Working Group
(Co-PIs: Dr. Mark Borsuk, Dr. Carmel Pollino, and Yuta Masuda)*

In the initial phase of the Bridge Collaborative, six working groups came together representing environment, health, and development sectors. The goal was to develop a set of shared principles for evidence-based strategy design with a focus on creating results chains and evaluating evidence. I shadowed the Sanitation and Water Security Working Group with my advisor Dr. Mark Borsuk. The first in-person meeting took place January 30th at Duke University with subsequent meetings taking place by web conference and then again in-person April 10th, 2017 in Palo Alto. The only guidance provided to the Co-PIs was to come up with a draft of shared principles for logic models and grading evidence. When suggestions from all six of the working groups were compiled six principles were identified and adopted. These principles drew from each working groups recommendations as well as existing recommendations for integrated development (OECD, 2001; PAGE, 2016; Petruney, 2016) and other initiatives to build collaborations that bring together several disciplines or areas of practice. These principles will serve as a starting point for conceptual alignment in evidence generation and use. They include:

1. Use evidence to inform decisions
2. Act now and learn by doing
3. Seek and respect other perspectives
4. Be intentional about inclusion
5. Strive to do no harm
6. Share information openly and transparently

By participating in this process, connections were made with experts in the field to gain insights into why they were participating in the Collaborative and I was able to watch how things

unfolded with minimal direction in development of the principles.

[Shadowing the Principles and Guidance Finalization Meeting in Palo Alto, CA](#)

On April 10th – 12th 2017, the Collaborative convened the Co-PIs and other leading experts for a two-day meeting in Palo Alto, CA to achieve alignment around the developed Principles and to test them against a case study by using them to generate results chains and evaluating evidence-base. I attended two days of this three-day meeting. By attending this meeting, I was able to develop in-person relationships and continue to learn about the materials as well as the processes and procedures for convening the efforts. I was also introduced to Heather Eves with The Nature Conservancy who would prove to be instrumental in helping with this project.

[Weekly Meetings with The Nature Conservancy](#)

As the original incubator of the concept, TNC chairs the secretariat, is the entity primarily responsible for fundraising, and houses paid staff for the Collaborative. Starting in September 2017, Heather Eves (then project manager for the Collaborative) took the time to meet once a week to answer any questions, brainstorm interviews, and provide overall guidance and support for the project. She provided a direct contact to the Collaborative and had daily insight into the status of deliverables, gatherings, and updates for the Collaborative's progress.

[Literature Review](#)

In June 2017, I conducted a literature review of collaborations. The review served two purposes. As successful elements for collaboration were mentioned they became the input for a matrix of common findings compiled after reading each publication. The matrix started after the first article was read and the findings began to be tabulated. The list continued to grow as more articles were read and their findings continued to fill out the matrix. Eventually after reviewing twenty-three publications, the most common findings rose to the top. See

appendix C for the results capturing how many times each finding was referenced during the literature review. When possible the review focused on similar cross-sector collaborations (environment, public health, and development), but it also included collaborative work done by different sectors such as education or different sectors such as NGO, government, and corporate collaboration.

Geneva Global Program Participation

Every year Duke selects sector fellows (Environment, Energy, and the Economy Track, the Global Health Track or Humanitarian Action Track) and conducts a global policy program in Geneva, Switzerland. Being selected as an Environment, Energy, and Economy fellow provided me with the opportunity to gain inside global expertise related to the United Nations' Sustainable Development Goals (SDGs). The SDGs help provide a platform for the Collaborative to be successful and serve as a rallying point for cross-sector collaborations. I spent June 20th – July 8th in Geneva attending lectures, site visits, and participating in interactive experiential learning activities such as case competitions. These activities helped me further develop project knowledge. I made connections at leading international and non-governmental organizations, which were helpful for setting up interviews.

Interviews

Twenty-one interviews were completed with people involved with the Collaborative as well as people involved with other unrelated collaborative efforts. The purpose of these interviews was to research and gain insight into personal experiences on how collaborations come together, are governed, involve stakeholders, measure success, and communicate. Appendix A contains the interview form used. Questions for the form were compiled based on similar tools developed by the Center for Disease Control's Evaluation Guide, *Fundamentals of*

Evaluating Partnerships (CDC, 2008), the Education Development Center’s, *Partnership Effectiveness Continuum* (King, 2014), and the Wilder Foundation’s, *Collaboration Factors Inventory* (Mattessich, 2001). By the time I started the interviews I had completed the literature review and had a list of common elements for success. At the end of the interview, I asked if the interviewee thought these elements were necessary for success and gave them a chance to add any others, although no one did. These findings are tallied and summarized in Appendix B. People spoke to their area of expertise. When interviewing science staff, they were more likely to talk about the importance of open-sourced evidence. When interviewing a funder, they were more likely to discuss the need for adequate financial support. For this reason, I chose a diverse pool of interviewees. Interviewees were a mix of leaders and funders in environmental, public health, and development fields. Table 2 lists the names, organizations, and dates the interviews were completed.

Table 2. Interviewees

| Name | Organization | Type | Date |
|----------------------|-----------------------------------|----------------|-------------|
| Joyce Wang | Wildlife Conservation Network | Teleconference | 11/2/17 |
| Kristen Patterson | Population Reference Bureau | Teleconference | 10/12/17 |
| Kathy Woodward | Research Triangle Institute (RTI) | In-Person | 9/22/17 |
| Tricia Petruney | FHI306 | Teleconference | 9/7/17 |
| Lydia Olander | Duke University | Teleconference | 8/23/17 |
| Claudia Ringler | IFPRI | Teleconference | 8/14/17 |
| Wendy Bennett | The Nature Conservancy | Teleconference | 8/11/17 |
| Steve Whitney | The Bullitt Foundation | In-Person | 8/8/17 |
| Heather Tallis | The Nature Conservancy | Teleconference | 8/4/17 |
| Becky Kelley | Washington Environmental Council | In-Person | 8/3/17 |
| Robin Martino | DAI | Teleconference | 8/2/17 |
| Deb Gallagher | Duke University | Teleconference | 8/2/17 |
| Lynn Scarlett | The Nature Conservancy | Teleconference | 8/2/17 |
| Gabrielle Fitzgerald | Panorama | Teleconference | 8/1/17 |
| David Wilke | Wildlife Conservation Society | Teleconference | 7/28/17 |
| Josh Goldstein | The Nature Conservancy | Teleconference | 7/28/17 |

| | | | |
|------------------|----------------------------|----------------|---------|
| Barbara Merz | The Nature Conservancy | Teleconference | 7/27/17 |
| Matt Milller | The Nature Conservancy | Teleconference | 7/27/17 |
| Justine Hausheer | The Nature Conservancy | Teleconference | 7/27/17 |
| Lin Li | World Wide Fund for Nature | In-Person | 7/19/17 |
| Yuta Masuda | The Nature Conservancy | In-Person | 7/15/17 |

Thirteen of the twenty-one interviews were conducted with Kite Communication. The Collaborative hired Kite to help with branding. Kite was already planning to conduct interviews with experts who had been participating in the Collaborative.

Findings

After the literature review and interviews were completed, I compiled both results and tabulated how many times a finding that was helpful for success was noted. Table 3 lists the findings and their total count from these two exercises.

Table 3. Combined Totals of Findings from Literature Review and Interviews

| Finding | Total Mentions |
|--|-----------------------|
| Governance structure and goals are well defined. | 28 |
| Trust is established. | 22 |
| A strong linking mechanism is in place at time of formation. | 20 |
| Value is added by the effort | 20 |
| Acting alone will not solve the problem. | 18 |
| The effort has champions at various levels | 16 |
| Effort makes best use of distinctive competencies of the collaborators. | 14 |
| There is dedicated staff for the effort. | 13 |
| A steady stream of funding resources are available. | 13 |
| An accountability system tracks goals and regular reassessments are completed. | 12 |
| Something is in it for every individual organization | 10 |
| Success has been demonstrated in other partnerships | 9 |
| An open source data agreement is created | 8 |
| A separate entity is created with effort | 8 |
| There is equal distribution of decisions | 7 |
| Adaptability is possible as needed for change | 6 |

| | |
|--|---|
| There is local community buy-in | 4 |
| A set-duration is established for start and finish of effort | 3 |

For the remainder of this project I decided to select the top 10 findings for further analysis, which are highlighted above in table 3. For this part of the analysis, each finding has an introduction explaining the intent, goal, or citation for the finding, an example of an effort mentioned in either an interview or article that supported this finding, and an assessment of how well the Collaborative is exemplifying this findings along with any recommendations for consideration. Table 4 provides a summary of this work.

Table 4. Findings Summary

| Finding | Highlighted Example | One article in which the finding is mentioned |
|---|---|---|
| 1. Governance structure and goals are well defined. | <ul style="list-style-type: none"> • Heath in Harmony | <ul style="list-style-type: none"> • <i>Exploring Leadership in Multi-sectoral Partnerships</i> (Armistead, 2007) |
| 2. Trust is established. | <ul style="list-style-type: none"> • MARS Caring for the Future of Cocoa | <ul style="list-style-type: none"> • <i>Despite all we Know about Collaborative Working, Why do we Still Get it Wrong?</i> (Williams, 2010) |
| 3. A strong linking mechanism is in place at time of formation. | <ul style="list-style-type: none"> • Eat-Lancet Commission | <ul style="list-style-type: none"> • <i>Cross-Sector Collaborations And Partnerships: Essential Ingredients To Help Shape Health And Well-Being</i> (Towe, 2016) |
| 4. Value is added by the effort. | <ul style="list-style-type: none"> • USAID Bridge Project | <ul style="list-style-type: none"> • <i>Funding incentives, collaborative dynamics and scientific productivity</i> (Defazio, 2009) |
| 5. Acting alone will not solve the problem. | <ul style="list-style-type: none"> • Human Genome Project | <ul style="list-style-type: none"> • <i>Integrative leadership and the creation and maintenance of cross-sector collaborations</i> (Crosby, 2010) |

| | | |
|--|--|--|
| <p>6. The effort has champions at various levels.</p> <p>7. Effort makes best use of distinctive competencies of the collaborators.</p> <p>8. There is dedicated staff for the effort.</p> <p>9. A steady stream of funding resources are available.</p> <p>10. An accountability system tracks goals and regular reassessments are completed.</p> | <ul style="list-style-type: none"> • Elephant Crisis Fund • SNAPP • Alliance for Jobs and Clean Energy • Co-impact • SCALE+ (or health and harmony) | <ul style="list-style-type: none"> • <i>Challenges in Multiple Cross-Sector Partnerships</i> (Babiak, 2009) • <i>Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature</i> (Bryson, 2015) • <i>Contemplating Collaboration</i> (Swindell, 2014) • <i>A new model of collaborative philanthropy</i> (Leland, 2017) • <i>Collaboration Processes: Inside the Black Box</i> (Thomson, 2006) |
|--|--|--|

Finding 1: Governance structure and goals are well defined.

Referenced 17 times in literature review, noted 11 times as necessary element by interviewees.

The most important part of a collaborative process may well take place before anyone even meets. Keys decisions regarding the governance structure and goals should be decided as early as possible to ensure success (Dukes, 2001). It is imperative to establish who will participate in what role, and how decisions will be made. Even in circumstances that seem perfect for collaboration, it is common to find problems because there is a lack of clarity or agreement over purpose and goals, or the process to decide upon these things. Participates need to have a clear road map of what the effort wants to accomplish and how it will get there. Something as simple as distinguishing between coordination, cooperation and collaboration is important. According to Mattessich’s research, “In practice, the term collaboration is commonly interchanged with

cooperation and coordination. Each word, however, carries a different meaning and exhibits a different level of formality and structure” (Mattessich, 2001).

Finding 1 Example: Health In Harmony

Health In Harmony was an effort mentioned in my interview with Heather Tallis from The Nature Conservancy. The effort has projects across the world that link health and ecosystems to come up with integrated solutions. Their work has helped reduce illegal logging and infant mortality rates. In Borneo, villagers were cutting trees illegally to pay for their healthcare (Jennings, 2017). Their governance structure and goals are well-defined for each of their projects. They also understand what works in one area, might not work in another and they take the time to build relationships. Teams assess and evaluate past projects before a new project begins and the local community always has a prominent role in the governing structure.

Finding 1 - Bridge Collaborative Assessment:

The Collaborative has a governance document for the Secretariat and Advisory Council. This document defines roles, responsibilities, and decision-making. Although in some areas, it could be more detailed. For instance, in the decision-making section it says, “The Secretariat operates on a consensus model to the extent possible”, but it does not say what happens if consensus is not reached (T. K. O. Ringler, 2017). It was noted in multiple interviews that the goals of what the Collaborative wanted to accomplish were unclear. Those closest to the effort had a sense, but being one-step outside the inner circle led to ambiguity. At the next Collaborative convening, the secretariat, advisory council, and key staff should set aside time to review the goals and answer any questions. The tasks performed by the Collaborative are varied. It has developed tools such as the practitioners guide, reports such as Call to Action, funding support for case studies available from the launch, it is building a website, conducting case studies, and providing

trainings. Ultimately the Collaborative should decide whether it is helping to coordinate cross-sector efforts from a systems approach (providing tools, and evidence), providing support for those interested in cooperation (funding of case studies), or serving as a collaborative effort that works on joint outcomes together with its members (joint projects). If it is some combination of all, that needs to be made clear although it could be said that too many different activities are taking place and the Collaborative should better define and narrow its focus.

Finding 2: Trust is established.

Referenced 15 times in literature review, noted 7 times as necessary element by interviewees.

Trusting relationships are often described as the core element needed for collaboration (Bryson et al., 2006). They keep things running smoothly and keep the effort together. Trust can make decision making easier, and conflict negotiation resolvable. It can also help build confidence in the effort and its potential outcomes. Internally it instills a common bond between the participants and sense of pride for the work (Chen 2005). Many researchers realize that collaborations begin with varying degrees of trust and it is something that can be built up over time. Collaboration partners build trust in a number of different ways. It can be by sharing information that otherwise would not have been available, or consistent follow-through on tasks and deliverables. Conversely, failure to follow through and actions dictated by one person can undermine trust. In the research, the second most common element mentioned for success was trust. According to an article published in the Harvard Business Review, “more than incentives, technology, roles, missions, or structures, it is trust that makes collaboration work. There can be collaboration without it, but it will not be very productive or sustainable in the long run” (Prusak, 2011).

Finding 2 Example: MARS Caring for the Future of Cocoa

Cross-sector collaboration has been met with skepticism when it involves business (Paddison, 2013). The idea that the public, private and NGO sectors should work better together to solve the world's problem is not a new concept. However, NGOs are often criticized for cozying up to big business. MARS Cocoa project when mentioned as a success story when I met with WWF in Geneva. Yolanda Kakabadse, president of WWF International, explains, "In the view of those who started with WWF, nothing out there happened without the intervention of the business sector and they had a great stake in defining whether biodiversity survived." In 2009, the MARS company founded their Sustainable Cocoa Initiative with the ultimate goal to use 100 percent certified cocoa by 2020 (MARS, 2018). They began working with local farmers that make up the cocoa industry. At first, these farmers were skeptical of a large company coming in to help. Their trust had to be earned. To increase their yields and incomes, MARS provided trainings, access to equipment and materials, and community services. This helped boost cocoa production, lift farmers out of poverty and gain access to services such as education and health care. In 2016, more than 50 percent of the cocoa used came from certified sources. (MARS, 2018).

Finding 2 - Bridge Collaborative Assessment:

Trust has been established in a number of areas related to the Collaborative, and can continue to be promoted through open communication, sharing knowledge, and continued passion for the work. This ensures the Collaborative is a cohesive effort rather than something individual groups participate in on the side. The founding members of the secretariat have a sense of trust that has developed over the last two years of effort development and decision-making. Trust also means letting go, or letting others do the work, which can be hard for the founding members of the Collaborative because each organization is such a strong leader in their fields. Each member of

the secretariat brought up the importance of trust when evaluating the Collaborative during interviews, mentioning that without it they never would have gotten this far. The number of responses to attend meetings or participate in the working groups that developed the Call to Action and Practitioners Guide has also displayed trust. There was minimal guidance or direction for the meetings. Participants had to rely upon the trust of preexisting relationships. They had to trust that the meeting would be a good use of their limited time. The sixth Principle to share information openly and transparently also promotes trust. This will be a change for some scientists and academics as open-sourced information is not currently the norm.

Finding 3: A strong linking mechanism is in place at the time of initial formation.

Referenced 12 times in literature review, noted 8 times as necessary element by interviewees.

It may be different for every effort, but something that fundamentally connects the collaboration together is needed. It could be a powerful sponsor, general agreement on the problem, or existing network of contacts. According to Crosby and Bryson, “Powerful sponsors or brokering organizations draw attention to an important public problem and accord it legitimacy within a stakeholder group” (Crosby & Bryson, 2005). Over the last decade more and more local, national, and international strategies have pushed for engagement of partners across sectors (Towe et al., 2016). In fact, the potential for powerful sponsors is increasing rapidly as the number of billionaires worldwide continues to rise. A survey by Barclays Wealth Management found that “70 percent of billionaires globally report that they are active in philanthropy. The Giving Pledge, created by Bill and Melinda Gates and Warren Buffett, has now mobilized some 170 wealthy individuals and families from 21 countries to pledge to give away at least half their estimated net worth of more than \$800 billion” (Leland, 2017). These unprecedented assets can drive systemic change and bring people together who are trying to solve complex problems.

Finding 3 Example: Eat-Lancet Commission

Funding by a powerful sponsor is not the only linking mechanism that brings efforts together. The Collaborative identified the Eat-Lancet Commission when it did an assessment of similar cross-sector collaboration efforts that already existed. The linking mechanism that brought this Commission together was the general agreement that unhealthy food was a significant problem across the globe. Unhealthy food is the leading cause of disease worldwide, and undernutrition is a problem that persists across the globe. Understanding what makes up a healthy diet in different areas of the world and how to grow it sustainably is one of today's biggest challenges (Philip J Landrigan, 2017). The team of commissioners rallied around this problem and developed a set of questions they agreed to work on together. The questions included: what defines a healthy diet for all humans, how do we grow our food differently to accommodate this diet?

Finding 3 - Bridge Collaborative Assessment:

Similar to the Eat-Lancet Commission, the Collaborative's leadership came together around a general agreement on a problem. They identified a need for a common evidence base and solutions that could work across sectors. The Collaborative's strategic plan, website, Call to Action, and Practitioner's Guide all acknowledge a strong linking mechanism is in place for the Collaborative. Long-term the Collaborative will need to reiterate and possibly re-promote through its materials and projects the linking reason they came together in the beginning, but for now this is clearly stated. In fact, the second paragraph on the website states, "People and nature are linked. This simple statement belies the complex reality confronting the environment, health and development sectors" (Collaborative, 2017). As Lynn Scarlett with The Nature Conservancy said, "The health and well-being of people and natural systems are fundamentally interconnected" (Scarlett Interview, 2017). The general agreement around these simple

statements, coupled with the agreement on what's needed from an evidence base perspective links the Collaborative together to define the effort and goals of the work immediately, which allows the effort to advance solutions or products that help achieve the desired solutions more quickly.

Finding 4: Value is added by the effort

Referenced 9 times in literature review, noted 11 times as necessary element by interviewees.

Every cross-sector collaboration needs to identify what value the effort is adding. Value can be defined as public value, evidence/product value, or self-value. Public value describes the value the effort is contributing to society or the impact on the common good (Bozeman 2002).

Evidence or product value defines what, if anything, the effort is producing. If the effort is gathering evidence will that evidence serve a unique purpose to help achieve the effort's goals, if a product, is that product unique, accessible, and helpful to elicit use. Lastly, individual entities or communities must see what value is in it for them specifically. While most cross-sector NGO collaborations already innately have a 'do-good' approach to the effort, they still have board members, and contributors that support their specific effort that they must answer to. For example, the connections of saving a species that lives in a rural African village and building a state of the art hospital in that same area may not always make sense to supporters. If entities do not see what is in it for them, they may be accused of mission creep at least initially until cross-sector organizations become the norm.

Finding 4 Example: USAID Bridge Project

Similar in name and purpose, multiple interviewees, including Robin Martino with Development Alternative Inc. (DAI), mentioned the USAID BRIDGE project as a good example of evidence/product value added (Martino Interview, 2017). The BRIDGE project was launched in 2015 and is implemented by DAI and three subcontractors: Smithsonian Institution, Conservation International and Relief International. One of the project's best value added examples is their cost benefits analysis tool. Ecosystem valuation approaches have used different methods for monetizing services. This tool reviews methods with the goal of better integrating cost benefit analysis into future decisions at USAID as well as serving as a value added tool for other similar efforts (USAID, 2017). The more evidence we have for these types of analysis, the more value that can be added to any collaboratives' decision-making process.

Finding 4 – Bridge Collaborative Assessment:

The Collaborative's public value-added is defined in their vision to jointly solve today's interconnected challenges by developing a shared evidence base for solutions that bridge inclusive development and environmental sustainability. Their value added from a product is also easy to identify through the development of the Practitioner's Guide the Collaborative which generated principles and actionable guidance for using results chains and evaluating evidence in research design and action planning across sectors. However, seeing individual value is more complicated. Each of the founding groups articulated this value in their interviews. Some groups outside this core struggled to see not only where they could add value, but how the Collaborative could benefit them. To evaluate whether value has been added the Collaborative can measure things such as: how many entities have downloaded the Practitioner's Guide, how often has it been cited in projects, in what local communities has it been used. The Collaborative

could also look at tools such as Ecosystem-based Adaption (USAID, 2017) that is a compilation of evidence summaries and case studies to determine where additional work should be targeted for the biggest value gain.

Finding 5: Entities believe acting and thinking alone will not solve the problem.

Referenced 9 times in literature review, noted 9 times as necessary element by interviewees.

Cross-sector collaborations are often formed after which multiple single efforts to solve a problem have failed. (Bryson et al., 2006) As a society, we rely on different sectors (public, private, and NGO) and communities (health, environment, and development) to play certain roles. If all three sectors fail separately, one of several things can happen: nothing else is done and the problem persists, action is taken but it is more symbolic than effective, or groups are galvanized to come together to collectively solve the problem (Bozeman 2002). As Lynn Scarlett, Co- Chief External Affairs Officer at The Nature Conservancy said, “Silos allow for deep knowledge, but unintended consequences happen or you miss the full benefits you want to achieve” (Scarlett Interview, 2017). Realizing it cannot be done alone keeps people at the table and serves as a fundamental bonding reason for the collaboration. If entities believe acting and thinking along could solve the problem they are less likely to remain engaged when the effort encounters tough decisions, or they encounter a shortage of resources to continue collaboration.

Finding 5 Example: Human Genome Project

“As founding members of the Bridge Collaborative, we’ve been inspired by the Human Genome Project’s ability to transform culture quickly in service of research and human advancement,” said Heather Tallis, Global Managing Director and Lead Scientist for Strategy Innovation at TNC (Tallis Interview, 2017). The Human Genome Project (HGP) was the collaborative research program with the goal of the complete mapping and understanding of all the genes of human

beings. At first, the idea of sequencing the entire human genome seemed impossible. Scientists were used to working alone or in relatively small groups to tackle problems or research. However, working alone was not going to map all of these genes. It was a massive body of science with huge financial cost, and large number of scientists needed. Eventually more than 2,800 researchers would come together to form the International Human Genome Sequencing Consortium which collaborated together to complete the full sequence ahead of schedule in April 2003 (Institute, 2016) proving massive scientific collaboration was possible to solve a complex problem.

Finding 5 - Bridge Collaborative Assessment:

Support of this finding is found throughout the Collaborative, from the beginning of its formation to the most recent materials and case studies. The problem statement for the Collaborative explicitly states: “The challenges facing the planet are increasingly complex and interconnected. No longer can health, development, or conservation communities solve major issues alone. But we currently lack a common language, framework and evidence base to develop shared solutions” (Collaborative, 2017). This finding is also evident by the involvement of the founding members of the Secretariat – Duke, PATH, TNC, and IFPRI – each a leader in their own sector/community that has the ability and resources to go it alone and instead has taken on this founding leadership role to work together.

Finding 6: There are champions at many levels who provide leadership.

Referenced 10 times in literature review, noted 6 times as necessary element by interviewees.

Successful collaborations provide multiple roles for formal and informal leadership (Hanleybrown, 2012). Formal leadership positions might include co-chairs, or directorships. An informal leader may be someone that because of their reputation earns attention when they

speak. To be effective, both forms of leadership need support. Leaders need to understand the vision and have the authority to talk about it. Two key leadership roles are sponsors and champions (Crosby & Bryson, 2005). Sponsors, similar to informal leaders, are people who have prestige, respect, and access to resources, such as funding, they can use on behalf of the collaboration, even if they are not closely involved in the day-to-day collaborative work. Champions keep the day-to-day operations moving, and the vision on track to accomplish its goals. Leadership may come from organizations involved in the effort, or outside influencers such as a high-level elected official or philanthropist. The latter often act as catalysts or conveners. Conveners, are cross-boundary leaders with credibility in multiple areas touched by the problem (Kastan 2000). They are often influential enough to draw together at least an initial set of stakeholders.

Finding 6 Example: Elephant Crisis Fund

My interview with Joyce Wang from the Wildlife Conservation Network highlighted a success story describing what happens when you have an international celebrity as your champion. The Elephant Crisis Fund is a joint effort between Save our Elephants and the Wildlife Conservation Network. The fund works with 49 partners including conservation organizations, local communities, scientists, and governments (Wang Interview, 2017). In 2014, two things happened when Leonardo DiCaprio decided to support the effort. His foundation donated \$1 million to the fund, and he personally attended a fundraising dinner in Malibu, California that helped bring in an additional million dollars. All of this money went directly to anti-poaching, anti-trafficking and ivory demand reduction projects on the ground (WCN, 2017).

Finding 6 - Bridge Collaborative Assessment:

The Collaborative provides different leadership levels both internally within the effort and external within each of the founding organizations. Internally the Collaborative includes a secretariat (making the decisions), advisory council (providing high-level support and leadership), working group members (gathering evidence) and individuals. There are also different levels of staffing for the four founding members. TNC employees the only dedicated Collaborative staff as well as general communications and fundraising staff support, but Duke, IFPRI, and PATH each have staff whose workplan at least partially includes Collaborative support. The advisory council could be used more effectively to champion the effort as it moves forward. Multiple interviewees that serve on the advisory council lacked an understanding of the Collaborative's goals and the knowledge how it planned to accomplish them.

Finding 7: Efforts and activities make the best use of distinctive competencies of the collaborators.

Referenced 7 times in literature review, noted 7 times as necessary element by interviewees.

Cross-sector collaborations are most likely to be successful when they utilize collaborators self-interests and their distinct strengths (Bryson et al., 2006). Some organizations are better at certain things. Be it fundraising, relationships with decision-makers, or having a team of scientists on a diversity of issues, different partners bring unique skills, resources, and expertise to the table. The sum of these parts can often lead to larger scale impact that could not be accomplished individually. While it was found that shared measurement of goals was needed, how each collaborator contributed to achieving those goals may be different. Collaborators not only bring their unique skills, but are often excited to be at the table to learn new skills from others (Hanleybrown, 2012).

Finding 7 Example: SNAPP

The problems we need to address demand innovative solutions, but experts are busy and often very specialized; they rarely have the ability or the incentive to tackle a cross-sector problem. Before the Collaborative, TNC formed the Science for Nature and People Partnership (SNAPP) to try to solve these problems. SNAPP was a collaboration between three partners: TNC, the Wildlife Conservation Society (WCS), and the National Center for Ecological Analysis and Synthesis (NCEAS) at the University of California, Santa Barbara. Each of these entities had a distinct set of core competencies that complimented each other well for this work. TNC had science experts, WCS was already had project expertise in local communities, and NCEAS provided resources for research. A SNAPP team is a multi-disciplinary group of experts representing a broad mix of sectors, institutions, and specialties who would not otherwise convene around a targeted, complex challenge. Since 2013, SNAPP has engaged more than 300 institutions and 600 experts from over 40 countries in 29 teams of scientists and stakeholders(SNAPP, 2018).

Finding 7 - Bridge Collaborative Assessment:

Each founding group for the Collaborative comes from a different community – environmental, public health, academic, and international development – that can then utilize its area of expertise to affect the Collaborative’s work through case studies, evidence based gathering projects, or staff support. Each founding group also has additional areas of strengths. It has been recognized TNC brings its fundraising and communication assets to the effort, and Duke University has more access to academics and science based researchers. By dividing up these skills the Collaborative is able to conquer more goals because they have more ability rather than each group having to do everything, which would not be sustainable in the long-term.

Finding 8: There is dedicated staff for the effort

Referenced 8 times in literature review, noted 5 times as necessary element by interviewees.

Organizations are often involved in multiple coalitions, collaboratives, or partnerships. On average, the 500 top global businesses are reported to have 60 alliances each. (Huxham & Vangen, 2004) Collaborations also tend to be highly dynamic making it important to have the presence of dedicated staff. Organizational restructuring, new strategies, and government policies all frequently act to change the purpose and shape of collaborations and their entities. Therefore, staffing models for collaborations can look different. Options include: a new collaborative entity is created with dedicated staff, a new entity is created with a mix of dedicated staff and staff employed by different funders or organizations, or one lead entity of the collaboration is responsible for funding joint staff. A memo outlining these options was requested by the project coordinator, which is included in appendix D.

Finding 8 Example: Alliance for Jobs and Clean Energy

The Alliance for Jobs and Clean Energy is a coalition of Washington organizations and individuals committed to building the state's economy, improving the health of its residents, and leading on the fight against climate change. This effort was identified in an interview that was not connected with the Collaborative, but could be an interesting collaboration for them to watch. Campaign Director Becky Kelley states, "The coalition has more than 170 members including health professionals, businesses, labor unions, faith communities, environmental advocates, and communities of color" (Kelley Interview, 2017). The effort has three dedicated staff members. A steering committee made up of founding entities is responsible for finding and applying for joint funding opportunities for this three person staff. This is in addition to being responsible for their own entities' budgets and fundraising. Time will tell if this effort is ultimately successful. After three years together they recently filed a ballot measure to place a price on carbon in Washington

State. Washington voters will vote on the measure in the fall of 2018.

Finding 8 - Bridge Collaborative Assessment:

Currently, Secretariat members have a portion of their time dedicated and funded to support the Collaborative, and TNC supports dedicated staff for the effort including a director, project coordinator, policy, and design lead (Eves, 2017). There is also support staff dedicated by TNC communication's and development teams as well as PATH's project support. While the dedicated staff is positive, TNC plays such a leading role throughout this effort the Collaborative will have to make sure it is not seen as a TNC project with other groups just playing a supporting role.

Finding 9: A steady stream of funding resources are available

Referenced 6 times in literature review, noted 7 times as necessary element by interviewees.

When collaborations do not have funding long-term success becomes complicated. Entities have to rely on their own organization's existing financial support. Not having a steady stream of funding can also take up a considerable amount of time that the collaboration could be spending on achieving its goals. Lack of funding support is likely to take its toll on the effort, especially when the collaborating organizations differ in status because of size, funding, or reputation (Bryson et al., 2006). Having secure funding from one major source eliminates stress, but also limits flexibility (Huang, 2014). A diversity of funding is ideal because over time a collaboration is likely to experience both internal and external changes as staff turns over, partners change, and the purpose of the effort is reevaluated. (Defazio, Lockett, & Wright, 2009). Unfortunately, many funders still operate in silos focusing on one sector such as the environment or public health, not prioritizing cross-sector efforts. For instance the Packard foundation participates in

over sixty collaborations that are directly related to their five program areas, but only support a handful that support true cross-sector work (Huang, 2014).

Finding 9 Example: Co-Impact

Bridge Collaborative Director, Josh Goldstein brought my attention to Co-Impact as an example of potential funding resources. Efforts often spend a significant amount of time searching for enough money to accomplish what they want to do on a meaningful scale. Co-Impact acknowledges this challenge, and understands our world's complex problems will need substantial financial investments to be solved. Co-Impact believes collaboration is key, so they are not only pooling their investor's resources, but also their networks, and expertise (Leland, 2017). Co-Impact is still relatively new. It was launched in November 2017. No public information was available yet on funded projects.

Finding 9 - Bridge Collaborative Assessment:

The Collaborative's Secretariat is proactively pursuing funding opportunities as a joint activity and shared responsibility. Although no specific funding sources were mentioned As the initiator of the Collaborative and to streamline administration in its early stages, TNC has played a leading role in identifying and pursuing funding opportunities, with significant contributions from other Secretariat members. TNC also serves as the primary applicant and entity responsible for core funding, as distinguished from funding for specific pilots and projects undertaken by the broader Collaborative.

Finding 10: An accountability system tracks goals and regular reassessments are completed.

Referenced 7 times in literature review, noted 5 times as necessary element by interviewees.

Collaborating partners need to be able to regroup and reframe if necessary (Crosby & Bryson, 2005). Constant failure from the effort can eventually lead to disillusioned partnerships, but too

much success can also cause entities to forget why the effort is so important. Accountability can be complicated because it is often not clear whom the collaborative is accountable to and for what. Accountability can be measured in different ways such as inputs, process, or outcomes. John Donahue with Harvard's Kennedy School of Government states a good accountability system needs a measurement system to document its results as well as how those results change over time. For an evidence based collaborative, data that is measured needs to link to specific goals and provide critical performance information to the involved entities (Donahue, 2004).

Finding 10 Example: SCALE+

Tricia Petruney with FHI 360, provided multiple resources from projects FHI360 deemed successful using SCALE+. SCALE+ offers a process for approaching cross sector work that has different perspectives and stakeholders from multiple sectors. Tricia stated, "Sometimes siloed approach works for certain purposes, like when the Gates Foundation decided to eradicate polio. They only focused on that one thing and could be successful. But in most cases evidence based collaborative approaches are best" (Petruney Interview, 2017). That's where the SCALE+ process can help. It focuses on systems, social capital, and locally-driven development. Then measures results continuously to be able to use adaptive management as time goes on. Feed the Future is a specific project that used SCALE+. It is an USAID initiative to increase the rate of production, nutritional awareness, and resilience-enhancing technologies through strategic communications (Petruney, 2016). Using the SCALE+ model allowed the initiative to expand geographic influence, and mobilize additional resources by eventually including more local partners.

Finding 10 - Bridge Collaborative Assessment:

There are many opportunities for partnership evaluation. The Collaborative could evaluate partners and projects, how much money has been raised, how the effort has contributed to the community, or whether or not it has achieved the goals it set out to accomplish. One challenge for the Collaborative is that the problems they are tackling are so big, progress may be slow and hard to measure. In the current governance document, there is no mention of how goals will be measured, tracked, or evaluated. The Collaborative is still in its infancy, so reevaluation should be necessary, but there needs to be some way to determine whether the effort is working. The Collaborative does acknowledge one of its operational principles is “Agile – We are flexible and adaptive to meet the challenges and complexity of today and in the future.” This bodes well for changing course when reassessment occurs. The Call to Action invites entities to join the Collaborative in synthesizing existing evidence and encouraging use of the Principles and Guidance to test for strategic, cross-sectoral collaboration and share stories of successes and failures, but there is currently no mention of how evidence will be compiled, shared, and evaluated. Evidence for the Collaborative’s planned results chains will need to be disseminated and evaluated, as well as some form of evidence that pertains more specifically to determine if the effort’s relationships with partners are on track for success. Two tools the Collaborative could use to help with this include the *Collaboration Factors Inventory* developed by Paul Mattesich and the Wilder Foundation (Mattesich, 2001), and the *Partnership Self-Assessment Tool* developed by the Center for the Advancement of Collaborative Strategies in Health at The New York Academy of Medicine with funding from the W. K. Kellogg Foundation (National Collaborating Center, 2008). Both provide a sample framework for evaluation that could be tailored to the Collaborative.

Discussion:

Findings

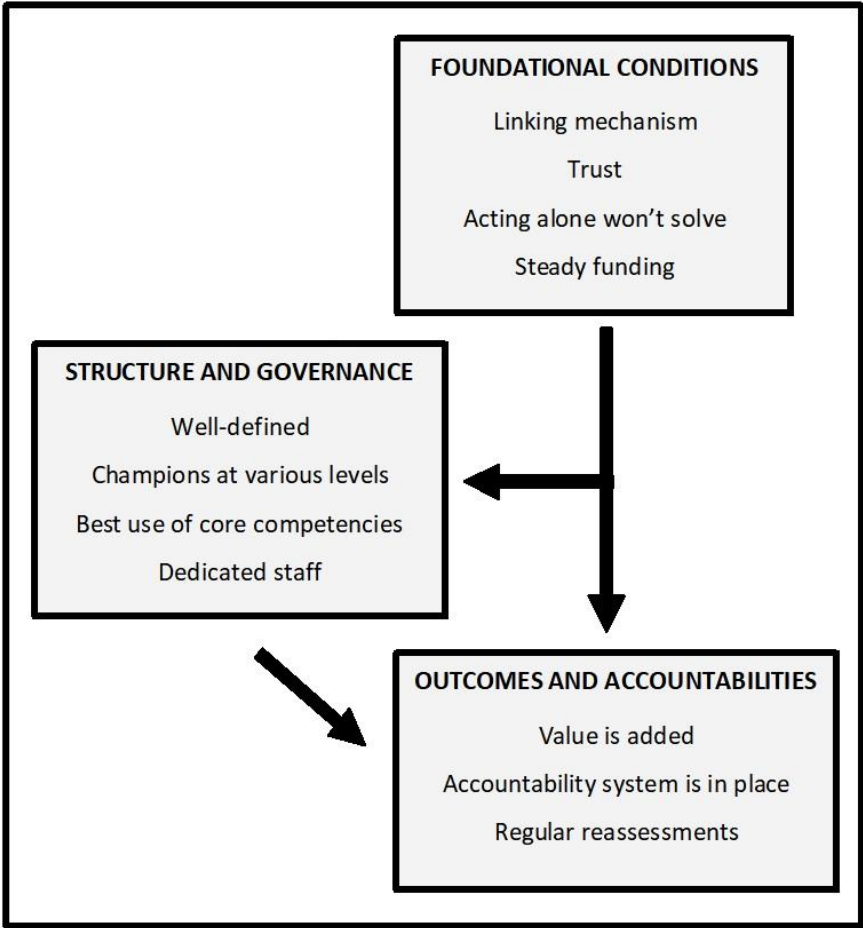
Although they were ranked in different places on both lists, nine out of ten findings were ranked in the top ten in both the literature review and interviews. Before I combined the literature review and interviews lists in table 3, there were two findings towards the bottom of each list that differed, ‘a steady stream of funding resources are available’, was listed by 7 interviewees as necessary for success, and ‘there is an equal distribution of decisions’, was referenced in 7 articles. However, after combining the lists, ‘there is an equal distribution of decisions’ fell below the top 10 because no interviewees listed it as necessary for success. In theory, equal decision-making power may be ideal, but often it might not be possible. Varying levels of commitment, resources, capacity, and interest may determine decision maker engagement. Similarly, if there is one very competent person with decision-making authority, there may be a perception that others are not needed.

While the top indicator mentioned for success was ‘Governance structure and goals are well-defined’ (17 out of 23 articles and 11 out of 20 interviews), the second most mentioned indicator varied. The interviewees mentioned ‘value is added by the effort’ as their second, and the literature referenced trust is established. ‘Value is added by the effort’ came in sixth on the literature review list. This may have been because a majority of people interviewed were familiar with the Collaborative and could define where the effort’s value was added either through its vision to jointly solve today’s interconnected problems by developing a shared evidence base, or in the products it develops to assist in reaching the vision.

Findings fell into three types of categories – foundational conditions, structure and governance, and outcomes and accountabilities. Foundational conditions are needed to initially convene the

effort, to get it off the ground. They serve as the base layer from which everything else develops. Structure and governance is the glue that successfully holds the effort together. Without these components, the effort may get started but struggle to take off and be successful. Finally, there are outcomes and accountabilities that need to happen for long-term success. Without these components the others may eventually fall apart and the effort fade away. Figure 1 shows which finding fell into what category based on how and where they were referenced in the data collection.

Figure 1. Findings Flowchart



Sustainable Development Goals (SDGs)

Although not mentioned as a finding, the SDGs were mentioned frequently in interviews. In 2015, The United Nations adopted a set of goals to end poverty and protect the environment as part of a new sustainable development agenda. Each of these goals sets specific targets over the next 15 years. The Collaborative did not form around these goals, but the SDGs conveniently provide a galvanizing set of actions to rally around. They connect the same communities (health, development, and environment) that represent the Collaborative and provide a push to create joint solutions. The goals have clear language that indicates change needs to happen. This change is not possible in existing silos of work. Another good thing is entities are already working on these goals - individuals, universities, governments, and organizations (Begashaw, 2017), so the opportunity exists to work better together to achieve both the SDG's and the Collaborative's goals.

Other Evaluation tools

As the Collaborative has identified, fragmented evidence from sectors can lead to unintended consequences. Lack of alignment in methods, collection of research, and theories can lead to discrepancies making monitoring and evaluation inefficient and duplicative. With this mix of things findings can become difficult to interpret. These barriers will potentially make evaluation difficult for the Collaborative. However, some of the tools needed for the Collaborative and the work it supports to be successful already exist, including FHI360's *Guidance for Evaluating Integrated Global Development Programs* (Ahner-McHaffie, 2016) and The Conservation Measures Partnership's *Open Standards for the Practice of Conservation* (Measures, 2017) . These documents provide a framework for cross sector evaluation. They have already done a lot of the heavy lifting including research of current methodologies, and suggestions for

performance indicators, monitoring and impact evaluation. These guides can be helpful for both the Collaborative evaluation as well as the case studies and evidence gathering the Collaborative decides to support.

Making Connections

Something mentioned in multiple interviews was the added benefit of getting in a room and talking. It seems basic, but many of those interviewed did not know whom to contact even if they wanted to get out of their silos and look into cross-sector collaboration for their projects. David Wilke with the Wildlife Conservation Society stated, “People didn’t know who to talk to. Most meetings are only with conservationists for example. Even if the people at the Bridge Collaborative’s meeting were not exactly the right ones, they know who would be. That is incredibly valuable and isn’t always listed on a brochure” (Wilke Interview, 2017). Often people become experts in their field because they focus on a topic and specialize. They do not know a little bit about many things, they know one thing really well and that may limit their relationships outside that one thing. The past couple years the Collaborative has served as a convening space for great minds from the three sectors, so if someone has an idea six months later, not only do they now know they should reach broader than just one community, they also know who to pick up the phone to call.

A Secretariat Led by Women

Women remain under-represented in top leadership positions. In 2006 women held approximately 16 percent of all top leadership positions in large corporations (Cook & Glass, 2014). Women lead the Collaborative Secretariat. This was not intentional, but it did influence the makeup of the advisory council. According to Claudia Ringler with PATH, “After the first

brainstorm on who should serve on the council, it became clear that women were lacking. It was mostly men” (Ringler Interview, 2017). The Secretariat then went back to discuss who could be added from leadership positions that would better balance the man to woman ratio. This eventually empowered more women to serve on the council. This was important because the advisory council is responsible for providing strategic guidance to the Secretariat on key issues, representing the Collaborative at high-level meetings, and supporting fundraising activities. The women on the Secretariat also have a tremendous amount of respect for each other, which was mentioned by each of them separately during their interviews. The heart of the Collaborative runs through the Secretariat so without these relationships in place success may be more difficult to find.

Conclusion:

It is clear that while cross sector collaboration is important, when formed, success is never a foregone conclusion. The findings mentioned above are basic concepts, yet that does not mean they are always easy to achieve. Some, such as trust, may take years to build. Others such as the need for champions at many levels, may depend on the specific people in those roles and what skills they excel at, which would vary for every effort. The findings also show that different elements are needed for different reasons. For example, believing acting alone will not solve the problem and agreement that a problem needs to be solved are helpful to build solid a foundation from which to start the effort, while others such as a well-defined governance structure and regular reassessments were helpful for long-term success. The fact that the interviews echoed what findings the literature review found necessary for success showed consistency for what efforts should consider.

The Collaborative has a majority of these findings in place, especially the foundational

conditions. What they have accomplished over the last year would likely not have been possible otherwise. The majority of structure and governance findings are also in place, with possibly the exception of dedicated staff. TNC currently has dedicated staff for the Collaborative, which is different from there being Collaborative staff. TNC will also need to be careful not to dominate the Collaborative. Because they are supporting most of the fundraising, communications, and staffing it runs the risk of being a TNC effort which other groups are supporting, rather than a true cross-sector collaboration with equal partners.

Outcomes and accountabilities is the main area that will need attention if the Collaborative is to succeed long-term especially in defining how value-added is defined and measured. For example if the value is going to be in the products it produces such as the Practitioners' Guide, why is this something people can and should use? It is not clear whether the Collaborative's value is from the evidence it will gather, or the evidence it will empower others to gather. Time is running out to solve our world's most complex problems, but if done correctly cross-sector collaborations can be a key to evidence-based solutions. The Collaborative, while not perfect, is trying to drive a fundamental change in how we think to bring us out of our silos into a new way of making change – before it is too late.

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Appendix A: Interview Sample Form

| | |
|-----------------------|--|
| Name: | |
| Organization: | |
| Position: | |
| Collaborative Effort: | |
| Date: | |
| Assigned number: | |

Confidentiality Requested YES NO

Getting started

1. How did your effort get started/how did it come together?
2. Did collaborative partners have a history of working together before your efforts started?
3. How did you decide who the "right" organizations/stakeholders were to make this collaborative effort work?
4. Why was the time 'right' for this collaborative work?
5. Why is collaboration necessary? What would be difficult for any single organization to accomplish by itself?

Governance

6. Do you have a formal governance structure?
7. How was trust established by people involved in the collaboration? Has it grown or was it always there?
8. Do you feel the people involved in the collaboration represent a cross section of those who have a stake in what is trying to be accomplished?
9. Have all the organizations that need to be members of this collaborative group become members of the group?
10. How does your collaboration deal with conflict resolution and compromise?
11. What is the decision making process?

Stakeholder involvement

12. Do organizations that belong to the collaborative invest the right amount of time in the effort?
13. Is the level of commitment among the collaboration participants high?
14. How does the collaborative balance highly involved groups vs less involved groups?
15. Benefits from being involved in this collaboration are clear to participating members?

Goals and success

16. Do people have a clear sense of their roles and responsibilities?
17. How well is this collaboration able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership?
18. Do you think this effort has taken on the right amount of work at the right pace?
19. Is there a clear understanding of what the collaboration is trying to accomplish?
20. What makes this effort successful?
21. What are barriers to achieve success?
22. How is success measured?

Communication

23. Do people in this collaboration communicate openly with one another?
24. Do you think members would say they are informed as often as they should be about what goes on in the collaboration?
25. Do people who lead this collaborative group communicate well with the members?
26. Does communication among the people in this collaborative happen both at formal meetings and in informal ways?

General health of the effort

27. What is working well in your collaborative?
28. What needs improvement in your collaborative?
29. Does the collaborative group has adequate funds to do what it wants to accomplish?
30. Is this effort unique? Are any other organizations (near or far) trying to do something similar?

Flash round – YES or NO

Please answer yes or no to the following statements:

A collaborative effort will only be successful if?

| | | | | |
|--|-----|--------------------------|----|--------------------------|
| Governance structure and goals are well defined. | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| A strong linking mechanism is in place at time of formation. | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| Trust is established. | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| There is local community buy-in | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| Acting alone will not solve the problem. | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| Success has been demonstrated in other partnerships | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| Effort makes best use of distinctive competencies of the collaborators. | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| An accountability system tracks goals and regular reassessments are completed. | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| A steady stream of funding resources are available. | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| There is dedicated staff for the effort. | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| Adaptability is possible as needed for change | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| A set-duration is established for start and finish of effort | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| An open source data agreement is created | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| The effort has champions at various levels | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| Value is added by the effort | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| There is equal distribution of decisions | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| A separate entity is created with effort | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |
| Something is in it for every individual organization | YES | <input type="checkbox"/> | NO | <input type="checkbox"/> |

Appendix B: Summary of interview data

| Interview | Affiliation | Role with Bridge Collaborative |
|----------------------|-----------------------------------|--------------------------------|
| Lydia Olander | Duke | Secretariat |
| Claudia Ringler | IFPRI | Secretariat |
| Wendy Bennett | TNC | N/A |
| Heather Tallis | TNC | Secretariat |
| Robin Martino | DAI | Working group member |
| Deb Gallagher | Duke | N/A |
| Lynn Scarlett | TNC | N/A |
| Gabrielle Fitzgerald | Panorama | Advisory Council |
| David Wilke | Wildlife Conservation Society | Co-PI |
| Josh Goldstein | TNC | Program Director |
| Barbara Merz | TNC | Track II lead |
| Matt Miller | TNC | Communications Team |
| Justine Hausheer | TNC | Communications Team |
| Kristen Patterson | Population Reference Bureau | N/A |
| Kathy Woodward | Research Triangle Institute (RTI) | N/A |
| Steve Whitney | Bullitt Foundation | N/A |
| Tricia Petruney | FHI360 | Collaborative Member |
| Joyce Wang | Wildlife Conservation Network | N/A |
| Becky Kelley | WEC | N/A |
| Yuta Masuda | TNC | Co-PI |

Results

| | |
|---|----|
| Governance structure and goals are well defined | 11 |
| Value is added by the effort | 11 |

| | |
|---|---|
| Acting alone will not solve the problem | 9 |
| A strong linking mechanism is in place at time of formation | 8 |
| Trust is established | 7 |
| Effort makes best use of distinctive competencies of the collaborators | 7 |
| A steady stream of funding resources are available | 7 |
| The effort has champions at various levels | 6 |
| An accountability system tracks goals and regular reassessments are completed | 5 |
| There is dedicated staff for the effort | 5 |
| Success has been demonstrated in other partnerships | 5 |
| A separate entity is created with effort | 5 |
| Something is in it for every individual organization | 4 |
| An open source data agreement is created | 3 |
| A set-duration is established for start and finish of effort | 2 |
| There is local community buy-in | 1 |
| There is equal distribution of decisions | 0 |
| Adaptability is possible as needed for change | 0 |

Appendix C: Summary of literature review data

Article Reviewed

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Results

| | |
|--|----|
| Governance structure and goals are well defined. | 17 |
| Trust is established. | 15 |
| A strong linking mechanism is in place at time of formation. | 12 |
| The effort has champions at various levels | 10 |
| Acting alone will not solve the problem. | 9 |
| Value is added by the effort | 9 |
| There is dedicated staff for the effort. | 8 |
| Effort makes best use of distinctive competencies of the collaborators. | 7 |
| An accountability system tracks goals and regular reassessments are completed. | 7 |
| There is equal distribution of decisions | 7 |
| Adaptability is possible as needed for change | 6 |
| A steady stream of funding resources are available. | 6 |
| Something is in it for every individual organization | 6 |
| An open source data agreement is created | 5 |
| Success has been demonstrated in other partnerships | 4 |
| There is local community buy-in | 3 |
| A separate entity is created with effort | 3 |
| A set-duration is established for start and finish of effort | 1 |

Appendix D: Funding Model Research Memo

To: Bridge Collaborative Director, Josh Goldstein and Program Manager, Heather Eves

From: Duke Environmental Leader MEM, Lisa Remlinger

Subject: Requested funding model research memo

Date: November 19, 2017

Summary:

Research suggests for efforts to succeed long-term a strong linking mechanism should be in place at the time of a collaborative's initial formation. This could be a powerful sponsor, general agreement on the problem, or existing network of contacts. Founding members for the Bridge Collaborative (BC) came together from general agreement on a problem rather than one powerful donor. Having secure funding from one major source eliminates stress, but also limits flexibility (Packard, 2014). As the BC moves forward with financial needs to support entities' staff, case studies, and other work, funding plans will need to be made. The following is a summary of research completed by interviews and online research to explore funding models from other collaborative efforts.

Decision-making and governance:

Many of the collaborations explored operate on a consensus basis with distinct roles for each main entity. In the [Community Leadership Project](#), the James Irvine Foundation leads the collaborative's communications efforts, the William and Flora Hewlett Foundation manages meetings and convenings, and the Packard Foundation leads evaluation and learning efforts.

In other cases, governance structures allow for flexibility for individual entities to exercise their own interests. [Climate and Land Use Alliance](#) partners agreed to develop a joint strategy and coordinate funding decisions, but they do not pool their funds. Rather, members continue to follow their own internal fundraising procedures.

Staffing Collaborative Models:

A new entity with dedicated staff

Example: [The Alliance for Jobs and Clean Energy](#)

Funding: A steering committee made up of other entities is responsible for finding and applying for joint funding opportunities for the three person staff. This is in addition to being responsible for their own entities' budgets and fundraising.

A new entity with a mix of dedicate staff and initiative specific staff funded by different foundations

Example: [Climate and Land Use Alliance](#) (CLUA)

Funding: CLUA is governed by a seven-member board and managed by an executive director and four-member staff. The board has broad oversight over unified strategy and grantmaking that supports the collaborative's five initiatives. The teams working on each initiative include foundation program officers with specific interest in the target areas.

A group of entities creates a fund

Example: [Wildlife Conservation Network and the Elephant Crisis Fund](#)

Funding: WCN worked with Save the Elephants to create a fund that dedicates 100% of the donations to be re-granted to other entities for on-the-ground projects. An MOU was created with a list of donors that could not be solicited. WCN does most of the fundraising for the fund.

Funding supports the collaborative; groups then weave it into their programs.

Example: [WISE Education](#)

Funding: Four foundations invest in 11 identified states and local partners with one director overseeing the work. Governance is quite informal. The funding partners meet once a year, but otherwise, there are not any memoranda of understanding or specific structures. Initially, the partners formed an advisory committee, but over time the committee was dismantled, and now WISE relies on a set of informal advisors.

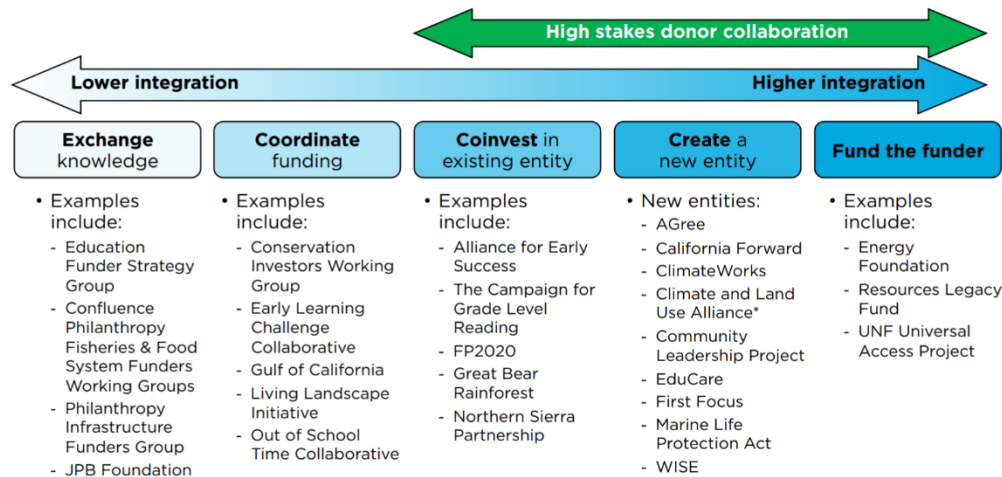
One lead entity is responsible for funding joint staff

Example: [Environmental Priorities Coalition](#)

Funding: The coalition is made up of 22 different environmental NGOs, but one lead organization is responsible for fundraising for one joint support position. This staff person works for the entire coalition, has a coalition email, but is a recognized staff member for the lead organization and receives their benefits. The lead organization takes a 25% overhead fee for any money raised for the position.

Collaborative Funding Models for Major Foundations (Packard, Moore, Hewlett, etc.)

- **Exchange knowledge** - Funders partner to exchange ideas and raise awareness. - In this model, individual funders retain all decision-making rights
- **Coordinate funding** - Funders agree upon shared or complementary strategies, exchange ideas on an ongoing basis, and invest in aligned causes. - Each partner retains individual grantmaking rights
- **Coinvest in existing entity** - A funder raises money from other donors to support a specific initiative or organization. - To reduce transaction costs, reporting to donors is often done jointly, coordinated by the lead funder - This model requires a great degree of alignment and coordination across the group of funders, as funds are often (but not always) pooled
- **Create a new entity** - Funders create and coinvest in a new entity or initiative that gives grants or operates programs. - Here, decision making starts to be shared, and the way funders define their governance structure is of critical importance
- **Fund the funder** - Funders invest in another funder with strong expertise in a content area. - This funder turns around and re-grants money and has full decision-making authority - This requires full integration in the sense that there is only one strategy shared by two (or more) funders



- *Figure from Packard Foundation*

References, Other Examples, Interviews

Packard Foundation, Lessons in Funder Collaboration:

<https://www.packard.org/wp-content/uploads/2014/07/Lessons-in-Funder-Collaboration.pdf>

MacArthur Foundation, Foundation Collaborations:

<https://www.macfound.org/press/publications/foundation-collaborations/>

Community Leadership Project:

<http://www.communityleadershipproject.org/intermediary.html>

The goal is to build capacity of grantees in low-income communities and communities of color. The presidents agreed to an operating framework for the group then turned day-to-day operations over to three program officers.

California Forward:

<http://cafwd.org/>

Five foundations launched a joint effort to improve California’s system of government. Leaders of the five foundations helped recruit impressive bipartisan cochairs for the organization’s Leadership Council.

Ms Foundation Collaborative Fund:

<https://www.cnjg.org/sites/default/files/resources/The%20Collaborative%20Fund%20Model.PDF>

A more durable and pervasive relationship with pooled or collaborative funds where donors share a common interest and may participate in the re-granting decisions. Participants bring separate organizations into a new structure with full commitment to a common mission.

Youth Violence Prevention Funder Learning Collaborative:

<http://www.rootcause.org/docs/Resources/Publications/YVP%20Collaborative%20Case%20Study.pdf>

For private and public funders across the country (although project focused in Boston), this

Funder Learning Collaborative with a unique approach to Funder Alignment offers an interesting model.

Interview: Wildlife Conservation Network, Joyce Wang, Conservation Network Manager

Interview: Environmental Grantmakers Association, Adam Harms, Program Manager

Interview: Environmental Priorities Coalition, Becky Kelley, President