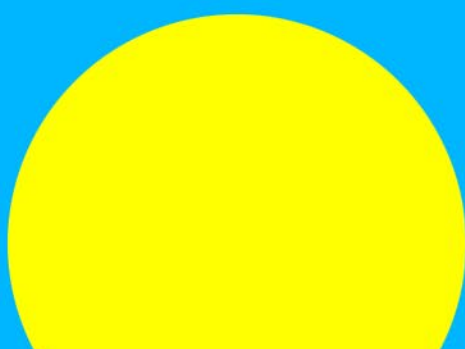
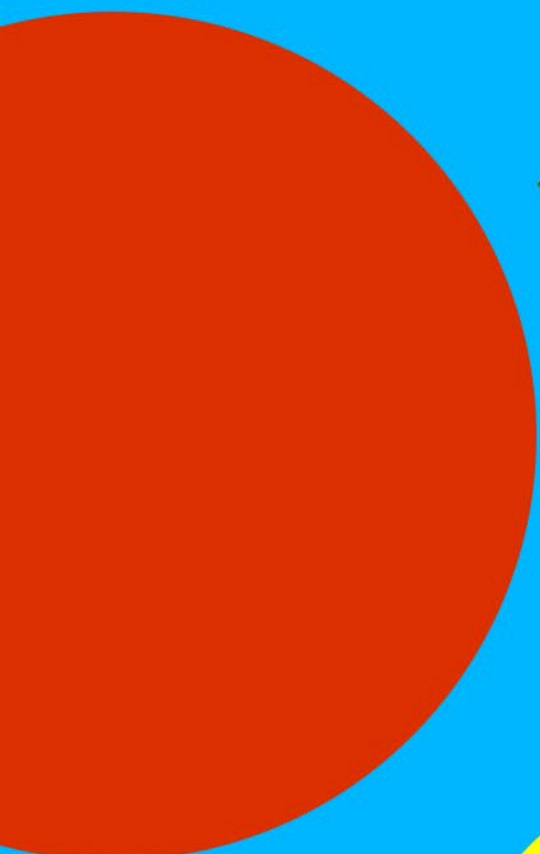


# CSSI 2020 23-26 JUNE FINAL REPORT



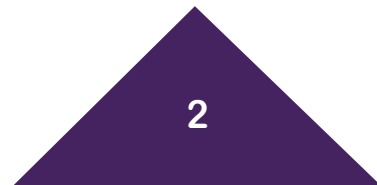
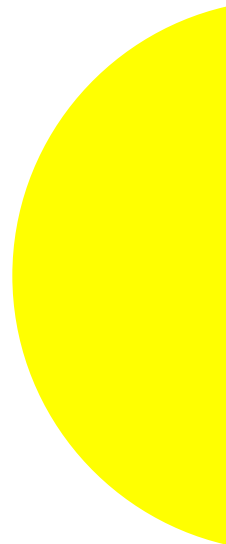
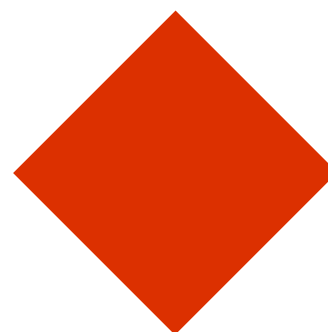
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# CSSI 2020

## Table of Contents

Chair’s welcome .....	3
History of CSSI Symposia .....	4
Overview of CSSI 2020 .....	6
Key features of CSSI 2020 .....	7
Vanessa Nakate keynote: ‘Young people want change’ .....	10
Synthesis of Academic Roundtable on Partnerships in a Time of Crisis .....	11
The CSSI 2020 Partnership Brokering Sessions – Bringing Theory and Practice Together ...	12
A time to Lunch and Learn .....	14
CSSI 2020 Lifetime Achievement Award: L. David Brown .....	15
Overview of our Special Panels 1 .....	17
Overview of our Special Panels 2 .....	18
Introducing Partnerships in a time of Crisis Research Bursary scheme .....	19
<b>Managing PPE Production:</b>	
Governing cross-sectoral responses to Covid-19 pandemic .....	20
<b>The localization of social responsibility practices:</b>	
Moderating effect of the global pandemic .....	22
<b>MNE Cross-Sector Partnerships and Shared Value:</b>	
Understanding Complex Collaboration in Crises .....	24
<b>Compassion Venture Project:</b>	
An analysis of solidarity responses to the Covid-19 hunger crisis in South Africa .....	26
Introducing CSSI 2022 .....	28





## Chair's welcome

Between the June 23rd-26th 2020, a team of us at the Kemmy Business School (KBS), a UN PRME-champion school at the University of Limerick, hosted the 7th biennial International Symposium on Cross-Sector Social Interactions (CSSI 2020), virtually. The CSSI symposia is an important gathering of practitioners and academics who come to share best practice and to discuss future issues in the design and practice of cross-sector partnerships. It is a setting where policy makers, civil servants, CEOs, and academics can discuss the nature and role of partnering and multi- stakeholder initiatives to address key challenges in, for example, climate, energy, poverty urbanization, and sustainable development.

The theme of CSSI 2020 was “Putting Partnerships in their Place: Exploring the relationships between Practices, Policy and Place in Cross Sector Organising.” The intention of this thematic was to, figuratively speaking, put partnerships in their place. Partnerships are formed, very often, in response to issues being faced in a very real and material sense, in places. Places therefore play a role in shaping partnerships, and partnerships in turn shape those places by way of the altered relationships to stakeholders and in the solution(s) that the partnership develops. It was ironic in many ways, that a conference focused so much on place had to pivot to a fully online event. It was a decision made, with the support of the CSSI scientific committee, that while challenging, was the right thing to do. We are proud of what we achieved in our first fully online CSSI symposium. We hope that the following report offers an overview of what the community achieved at the event.

Dr Annmarie Ryan, Chair CSSI 2020,  
Kemmy Business School  
([annmarie.ryan@ul.ie](mailto:annmarie.ryan@ul.ie))



**DR ANNMARIE RYAN**  
CHAIR OF CSSI 2020,  
LECTURER IN MARKETING,  
KEMMY BUSINESS SCHOOL, UL

## History of CSSI Symposia

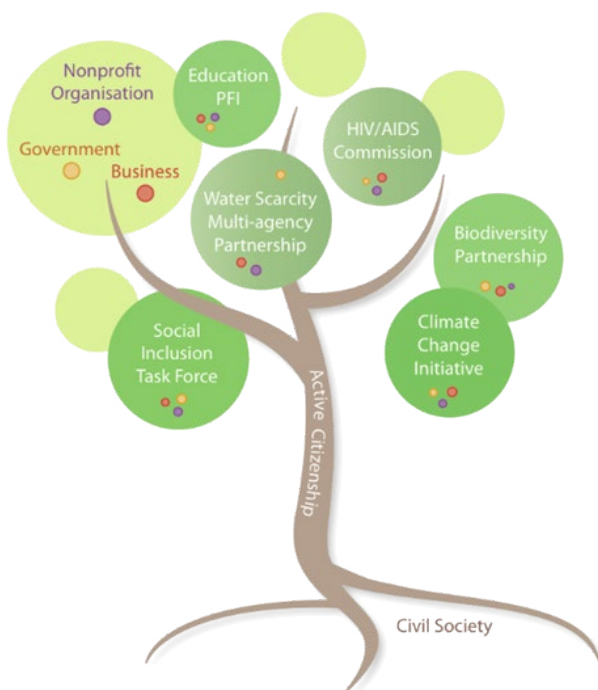
As cross-sector social interactions intensify, the need for taking stock of developments, discussing and analysing best practices among scholars and practitioners in order to develop not only knowledge and concepts, but also tools and methods is imperative. The CSSI International Symposia Series is organised every two years at leading universities around the world with the aim to bring together a wide constituency of business and nonprofit leaders, public sector policy makers and academics to discuss by fostering open dialogue with the aim to contribute to the social good.

The first scoping symposium on CSSI was developed as a result of the funding received by Dr. M. May Seitanidi now at Kent Business School, University of Kent, UK. The aim of the symposium was to formulate a future research agenda, informed by both theory and practice, addressing the challenges that business, nonprofit and public organisations were going to face as a result of the increased interactions and the proliferation of partnerships.

Each symposium has addressed important themes which continue to advance the field, including: cross-sector partnerships as complex adaptive systems (CSSI 2010); partnerships for social good (CSSI 2012); innovative collaboration and cross institutional divides (CSSI 2014); Collaborative Governance: Exploring the Orchestration of Cross-Sector Partnerships (CSSI 2018); place based approaches to cross sector partnering (CSSI 2020); and Partnering for Resilience and Transformation (CSSI 2022).

Below is a summary of hosts and locations of the CSSI International Symposia series:

- 2007: Brunel University London & LSE (UK)
- 2010: Brunel University London (UK)
- 2012: RSM Erasmus University Rotterdam (NL) & Hull University
- 2014: Sawyer Business School, Suffolk University, Boston (US)
- 2016: York University & University of Waterloo (CAN)
- 2018: Copenhagen Business School (DK)
- 2020: Kemmy Business School, University of Limerick (IRE)
- 2022: Wageningen University (NL)



CSSI  
2020



# PARTNERSHIPS & PLACE

# CSSI 2020

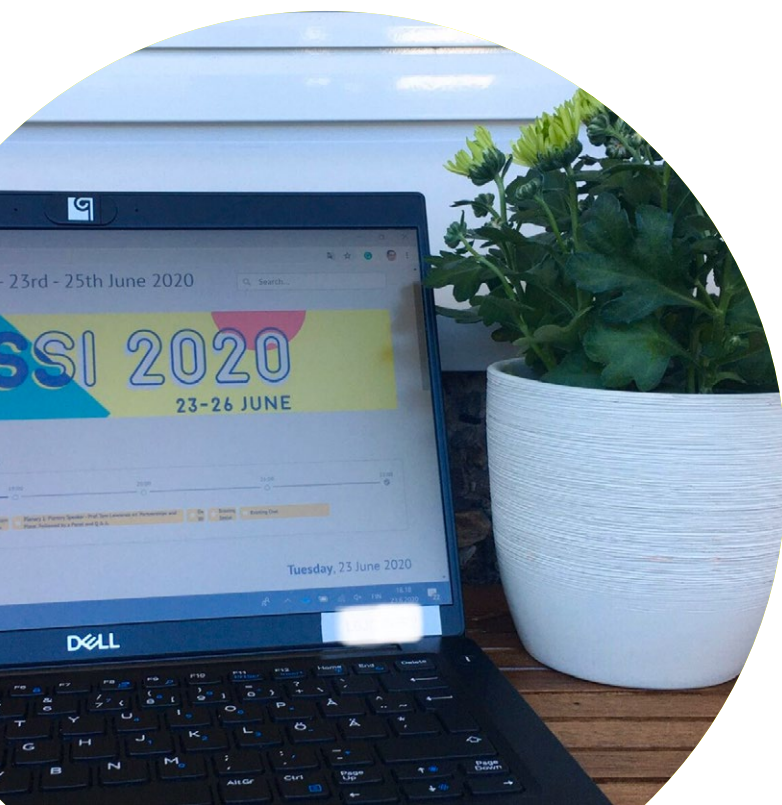
## Overview of CSSI 2020

The Kemmy Business School accepted the invitation to host the CSSI2020 conference in January 2019. We had a short lead in time to organise the event but this was helped with the unwavering support of the KBS Dean along with colleagues who became involved as special panel, advisors, and reviewers.

The theme of Partnerships and Place was identified early in the process. We aimed to bring to the fore the places and situations in which cross-sector partnerships are formed, developed, and ended.

We continued with plans to bring the CSSI community to Limerick in June 2020. This included a full day based in the historic city centre, and plans for a series of practice based workshops as well as keynote talks, followed by a full day academic programme at the university. These plans changed with the arrival of Covid-19. Following identification of an online platform to support the hosting of the event (ichair.org), we moved to a full online format from April 2020. This gave us just over 2.5 months to pivot to the new format.

In making the change, we made the decision that our academic programme should remain the core focus. We shortened the daily schedule and added an extra day to ensure all the papers could be accommodated. Each paper session was reduced to a one hour slot, which was very challenging for authors, and session chairs in particular. We included breaks and also social and wellbeing events, including daily Pilates class and evening concert, followed by informal chat sessions. Besides this we also hosted a number of plenary events, to convene the community to discuss and reflect on contemporary issues, especially in light of the global Covid-19 crisis we were all living through. The event played a role, we believe in supporting the community to reflect on our role as academics in times of crisis, how we may act, and use our agency to bring about real change.







## Key features of CSSI 2020

140 delegates from over 22 countries attended, including academics and NGO practitioners. This represented a total of 160 authors with a total of 90 papers delivered over the 4 days of the conference. A major sponsor of the event was Irish Aid, who funded the doctoral consortium and also funding a research bursary scheme which supports new research on cross sector partnering in the time of Covid, with a particular emphasis on developing countries.

The symposium started with our doctoral consortium, led by Oana Branzei, Associate Professor, General Management, Entrepreneurship, Sustainability & Strategy, Donald F. Hunter Professor of International Business School. 15 doctoral students from 12 countries attended making it the most diverse in the history of symposium, which is in its 14 year.

Prof Tom Lawrence (Oxford University, UK) opened the event with a keynote on the theme of Partnerships and Place. This was followed by a panel discussion on this theme which included presentations by Prof Raghu Garud (Pennsylvania State University), Prof Tina Dacin (Queens University, Canada), and Prof Jannis Kallinkos (London School of Economics).

A keynote address by Vanessa Nakate, the Ugandan youth climate activist received wide acclaim and further coverage in the press (see page 10). We were joined by some special guests to response to Vanessa’s talk, including: Brendan Dunford Burrenbeo Trust, Keith Lawler, JWT, Owodunni Mustapha, Volunteer Ireland, Volunteer of the Year 2019 and Edel Clancy, Director of Communications for Musgrave.

Two further plenary events were held on the first full day of the symposium, 1) a public facing series of parallel sessions on partnership brokering (see page 12for summary). These events brought a further 80 delegates to the conference including partnership brokers, broker organisations and academics to discuss the key issues and challenges of this important role. A special academic roundtable on Partnerships in a time of Crisis was a memorable and thought provoking event that identified important new research streams for the CSSI (please see page 11 for a summary). We also had an interactive lunch and learn event hosted by our colleagues Lea Stadtler, Helena Knight, and Jennifer Leigh (see page 14). The Lifetime achievement winner was announced and introduced by Prof Barbara Gray and Prof Sandra Waddock (see page 15).

The action packed event concluded with a special paper development workshop as part of our Journal of Business Ethics special issue on the symposium theme. The group were joined in our deliberations by Prof Tom Lawrence, Prof Tim Creswell, Prof Sarah Jack and Prof Barbara Gray along with the special issue co-editing team: Dr Annmarie Ryan, Dr Oana Branzei, Prof Susi Geiger, and Dr Helen Haugh.

We are very grateful to the entire CSSI community and our guests at the event for making the 7th Biennial Symposiums on Cross-Sector Social Interaction such a memorable one!

# CSSI 2020

**CSSI 2020 UL** @CSSI2020UL · Jun 25, 2020

Breath in through the nose & out through the mouth 🌬️ we are feeling like a bubble of Zen after that session. Thank you @leonielynch for a fantastically rejuvenating class this morning. We think every conference should start like this! 😊 #CSSI2020 #WellBeing



ALT

You Retweeted

**Dr Minni Haanpää** @haanpaaminni · Jun 25, 2020

Final session of the conference about to begin. #CSSI2020



**Oluwaseun Ola** @odiezworld

We got into the wellbeing session on @CSSI2020UL I'm looking forward to this afternoon session with @vanessa\_vash




## Emma Langford's Virtual Sing-Song

You Retweeted

**dr annmarie ryan** @amreeryan · Jun 25, 2020

Good to see they've replenished the coffee station at my local @CSSI2020UL conference hub!!! Really looking forward to Day 3, where I've only gone and scheduled myself in 3 parallel paper sessions 😊 No rest for the Chair today!



You Retweeted

**Saila Saraniemi** @SailaSaraniemi · Jun 23, 2020

Great start for @CSSI2020UL conference w/plenary by Prof. Tom Lawrence @OxfordSBS followed by lively panel. All good, although not in @UL #Ireland. #place #partnerships



You Retweeted

**Dr Minni Haanpää** @haanpaaminni · Jun 23, 2020

Here we go! #CSSI selfie



You Retweeted

**JC García-Rosell** @jcgrosell · Jun 25, 2020

Finally, my #CSSI selfie 📸 @CSSI2020UL! I've never thought that I would attend a conference from my hammock 🛏️ I'm loving it! 🥰 #CSSI2020



**CSSI 2020 UL** @CSSI2020UL · Jun 24, 2020

Good Morning! 🌞 Welcome to day 2 of #CSSI2020 Dr @leonielynch kicks off today's schedule with a well-being session to get you all ready for a wonderful line-up of speakers & sessions today #ULEvents #PartnershipsAndPlace



ALT





# CSSI 2020

You Retweeted



**Domenico Dentoni** @DomenicoDenton2 · Jun 25, 2020  
What a wonderful community! @CSSI2020UL proud.

**Art Dewulf** @artofresearch · Jun 25, 2020  
Annmarie Ryan wrapping up the Cross-Sector Social Interactions conference, online from the University of Limerick #CSSI2020. Thanks for all your efforts and a great conference, Annmarie and the whole team! @CSSI2020UL



1 3 11

You Retweeted



**Dr Helena Knight** @HelenaKnight · Jun 25, 2020  
Proud to have represented @SQU\_Info at this stellar virtual symposium @CSSI2020UL by presenting two papers and co-organising the #lunchandlearn session. Looking forward to CSSI2022.

**CSSI 2020 UL** @CSSI2020UL · Jun 25, 2020  
Helena H. Knight of Sultan Qaboos University is now presenting in Virtual Parallel Session Room B on "Putting Cross-Sector Social Partnerships' Global Challenge Outcomes to the Test: Developing a Research Agenda from an Evidence-Based, 20-Year Systematic Literature Review"

1 2

You Retweeted



**Michelle Shumate** @ProfShumate · Jun 25, 2020  
Replying to @CSSI2020UL  
Well done @amreeryan and the whole #CSSI2020 organizing team. This was my first virtual conference and you have set the bar high. I learned a lot both from the sessions you organized and from the way that you put things together so thoughtfully. BRAVO.

1 2 6

You Retweeted



**Jill** @jillbogie · Jun 25, 2020  
Virtual international conference @CSSI2020UL with @GIBS\_SA faculty @jillbogie and @tidenyi presenting in a panel on @PRMEsecretariat and partnerships with PRME Champions colleagues Rachel Welton, Kim Sawers and @sheilakillian @CaroleParkes

**Jennifer S.A. Leigh** @JenniferSALeigh · Jun 25, 2020  
@jillbogie discussing the South African case study in the PRME Champion research study on CSPs



2 6

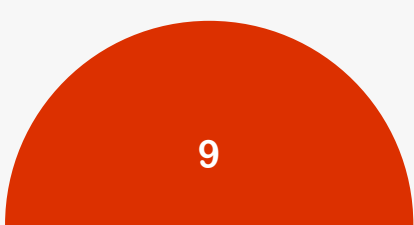
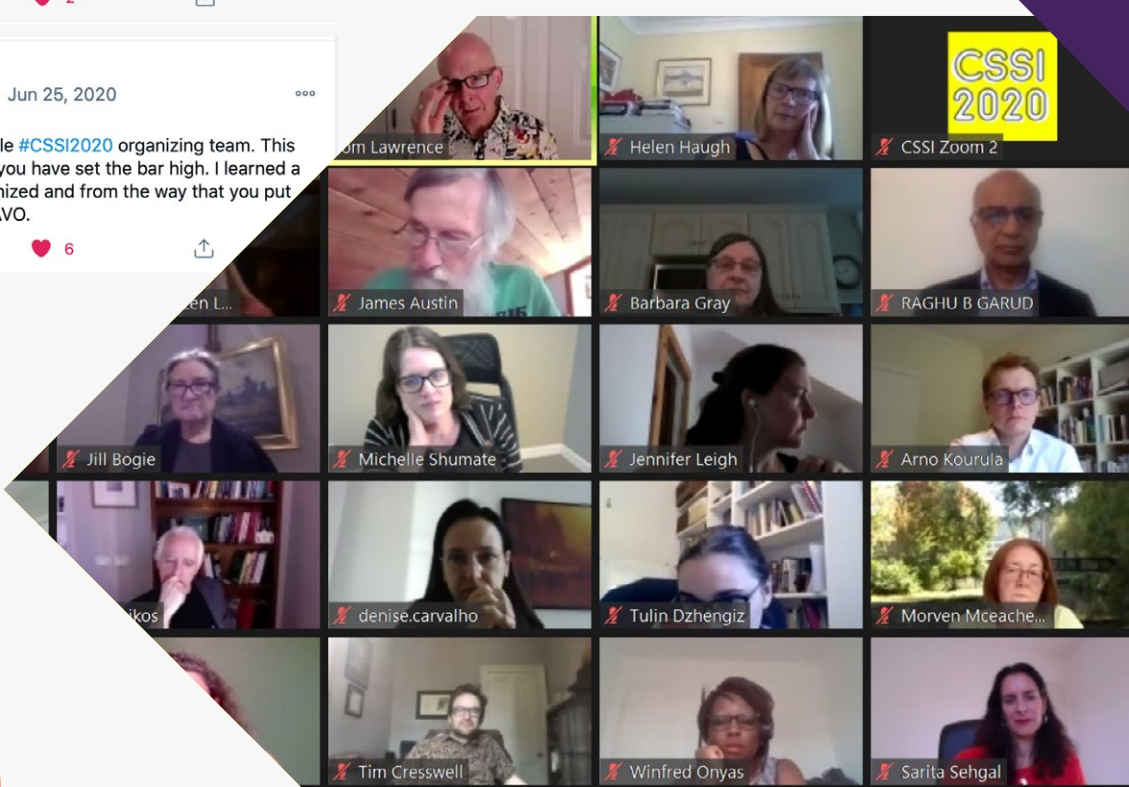
You Retweeted



**Tulin Dzhengiz** @tulipcengiz · Jun 25, 2020  
It has been an excellent experience .. a lot of thinking, learning and reflection... Thank you @CSSI2020UL and special thanks to organisers who have arranged this during such difficult times...

**Domenico Dentoni** @DomenicoDenton2 · Jun 25, 2020  
What a wonderful community! @CSSI2020UL proud. twitter.com/artofresearch/...

2 9



## Vanessa Nakate keynote: 'Young people want change'

Vanessa Nakate, a Ugandan youth activist and colleague of Greta Thunberg presented a keynote address at the 2020 symposium. Vanessa came to prominence when she was erased from a photo of her colleagues at DAVOS, and since has worked to highlight the often marginalised voices from the climate change discussion. Her keynote brought into focus the lived experience of climate change, from the perspective of a young person living in Africa.

*“We are seeing very many young people across the world demanding action. We are seeing the power that is in this global activism and the message is very clear: Young people want change, young people want a better future, young people want to be able to live. Many of them have dreams, we have hopes, we have many things we want achieve in this world. But how can we be sure we will be able to achieve all these things, with a future that is so uncertain?” Vanessa Nakate*

Ms Nakate teaches us that collaboration is important - collaboration amongst businesses, government and non-profit organisations. But more than this, that this collaboration must be about action and a recognition that the UN sustainability goals cannot be achieved without listening to the voices of those who are affected most. We were delighted and honoured to have Vanessa speak at the symposium. Her talk helped to situate our thematic, bringing greater sensitivity to how place constrains and enables organising around issues like climate change in settings experiencing inequality and fragility.





## Synthesis of Academic Roundtable on Partnerships in a Time of Crisis

A plenary *Academic Roundtable on Partnerships in a Time of Crisis* featured pioneers in the field of cross sector social interaction, including past winners of the CSSI lifetime achievement award: James Austin (Emeritus, Harvard Business School), Barbara Gray (Emerita, Pennsylvania State University), and Sandra Waddock (Boston College), as well as Rob van Tulder, founder of the Partnerships Resource Center at Rotterdam University. Panelists offered differing perspectives on CSSI during a crisis like the global Covid-19 pandemic.

Rob van Tulder noted that in crisis there is opportunity. Multiple and diverse dimensions emerging from the pandemic can foster systems thinking, foresight, and collaborative action at the micro level. Each of these approaches reveals different dynamics for collaborative processes that are prospects for scholarly investigation, including understanding where collaboration has and has not emerged. Jim Austin argued that collaborations may be different in the wake of Covid-19, making ten points: barriers are similar but there is more motivation to overcome them, the urgency of the crisis accelerate collaborative processes, partners are identified more proactively, and there is greater propensity for risk taking, removing information, bottlenecks, and being innovative. Partnerships occur at all levels, and more systemic or holistically, with potential possible for durability and multiple types of collaborations emerging.

Advocating a more critical perspective, Barbara Gray noted that even in non-crises political and social divisiveness and power differences can skew outcomes of even well-intended partnerships. She cited findings from transnational standard setting partnerships dealing with fair trade, labor rights and sustainable mining as prime examples in which low-power partners bore disproportionate costs of partnering. She urged scholars to critically address partnership inequities and ways to overcome them. In a more hopeful vein, Sandra Waddock argued that the crisis had already spawned many new types of collaborative, multi-sector alliances, including an emerging form of collaboration that she and Steve Waddell are calling transformation catalysts, mostly oriented towards systemic change, offering examples like WEAll (the Wellbeing Economy Alliance) and Imperative21, among others. She urged attendees to become involved in studying and understanding such collaborations as part of a bright future for collaboration research.

You can watch a full recording of the event here: <https://youtu.be/31ITZuAFrAM>



# The CSSI 2020 Partnership Brokering Sessions – Bringing Theory and Practice Together

*Organizers:*

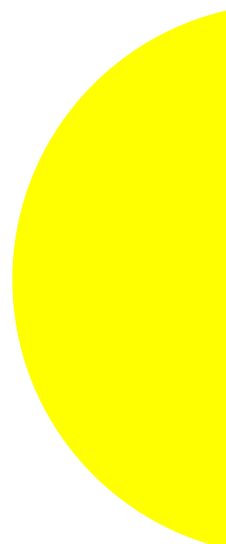
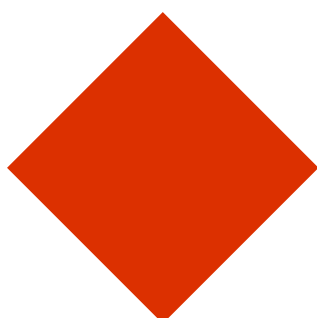
*Leda Stott, Lola Gostelow, Bulbul Baksi, Lea Stadler, Claudia Leifkes, Darian Stibbe*

As a CSSI 2020 innovation, we organized a series of research-practice spanning sessions that aimed to (1) share and co-create insights into the role of partnership brokers, (2) thereby better understand how “place” influences the partnership dynamics and hence the brokering role, and (3) help bridge the theory-practice divide by investigating how we can collaborate on this topic.

We started with a one-hour plenary asking “Partnership Brokering in Cross-Sector Collaborations: Does Place Matter?” The discussion helped clarify the definition, principles, and roles of partnership brokers, and brought to light different dimensions of “place,” such as the global political context, the partnership dynamics, and the mindset of partners. Across these different “places”, two recurring challenges emerged with regard to the broker’s role - related to their non-directive leadership and them speaking truth to power.

Subsequently, three parallel sessions provided a platform to discuss how partnership brokers may assist in (1) ensuring effective private sector engagement, (2) strengthening local engagement, and (3) maximizing policy impact in multi-stakeholder partnerships. All three sessions focused on identifying challenges and possible solutions and highlighted what practitioners and academics can learn from one another. The sessions revealed how the focus on “place” may serve as a magnifier to better understand the different facets of diversity inherent in cross-sector collaboration. They further surfaced the challenge for a broker to “give voice” to the different actors whilst at the same time preventing the partnership from becoming paralyzed by inertia in the face of challenging complexities. How to address entrenched power dynamics and ensure equity and fair representation emerged as another transversal theme.

An online compilation of scholarly and practitioner references was shared with all participants with an invitation to explore and complement our repertoire of partnership brokering sources. Link: <https://docs.google.com/document/d/15a76STGXYqXevpEAXQ-4r4Dthl60U32Rn42CPVETOso/edit?usp=sharing>




# CSSI 2020

## Welcome to the "Lunch & Learn" on CSSI Teaching!

Start here and follow the numbers!

**1**




Wecome! Your digital hosts are Lea, Helena & Jennifer

ADD YOUR PHOTOS IF YOU LIKE!

Nice pic Sheila!

**2**



### Lunch & Learn Agenda

1. Introductions: 5 mins.
2. Tour of MURAL: 2 mins.
3. 4 Quadrants-Reflect & Discuss: 5/dif.  
*\*\*Jim Austin shares his curated suggestions on teaching online cases*
4. Wrap-up & Prep: 5 min.



**3**

Take 5 min & fill in sticky notes

What do you need to teach CSP?

What CSP teaching resources do you want to share? (include name, contact, and/or hyperlink)

Other Thoughts

CSP Resources you use frequently

**4**

Add your needs & ideas to this bullseye



**4**

### CSSI Online Teaching Methods

Teach Tools	Check Our Author for Suggestions
Intro. to CSSI: The What & Why	Click Here for links to PDF & audio lecture (2019)
Intermediate: Deepening Knowledge about CSSI	Click here for PDF & audio lecture (2019)
Advanced: Critically Reflecting on CSSI	Click here for PDF & audio lecture (2019)
Teaching Cases Online	Curated Insights from Professor Jim Austin

Check out these Additional Resources

**5**

### CSSI Teaching Resource Available Online

Case Material	<ul style="list-style-type: none"> <li>ARSP 12 (2015), SMP Case Writing David G. Smith</li> <li>ARSP 12 (2015), Positioner Case Platform, A. Williams</li> <li>ARSP 12 (2015), Case Competitions Platform, K. Wright</li> <li>ARSP 12 (2015), Creating a Culture of Systems Thinking in CSSI (David G. Smith)</li> <li>ARSP 8 (2015), Teaching the "Collaboration Continuum" with Case Studies (David G. Smith)</li> <li>ARSP 8 (2015), CSSI Case Resources List (Jennifer Austin)</li> </ul>
Teaching Tools	<ul style="list-style-type: none"> <li>Teaching Tools: ARSP 12 (2015), SMP Teaching Tools (Jennifer Austin)</li> <li>ARSP 12 (2015), Teaching Tools (Jennifer Austin)</li> <li>ARSP 12 (2015), Teaching Tools (Jennifer Austin)</li> </ul>
Material for Reflection	<ul style="list-style-type: none"> <li>Reflection Time: ARSP 12 (2015), Uncovering the CSSI Pedagogical Approach (Jennifer Austin)</li> <li>ARSP 12 (2015), Teaching Tools (Jennifer Austin)</li> <li>ARSP 12 (2015), Teaching Tools (Jennifer Austin)</li> </ul>
CSSI Skills	<ul style="list-style-type: none"> <li>CSSI Skills: ARSP 12 (2015), Cross-Section Skills Addressed (Jennifer Austin)</li> <li>ARSP 12 (2015), Teaching Tools (Jennifer Austin)</li> <li>ARSP 12 (2015), Teaching Tools (Jennifer Austin)</li> </ul>

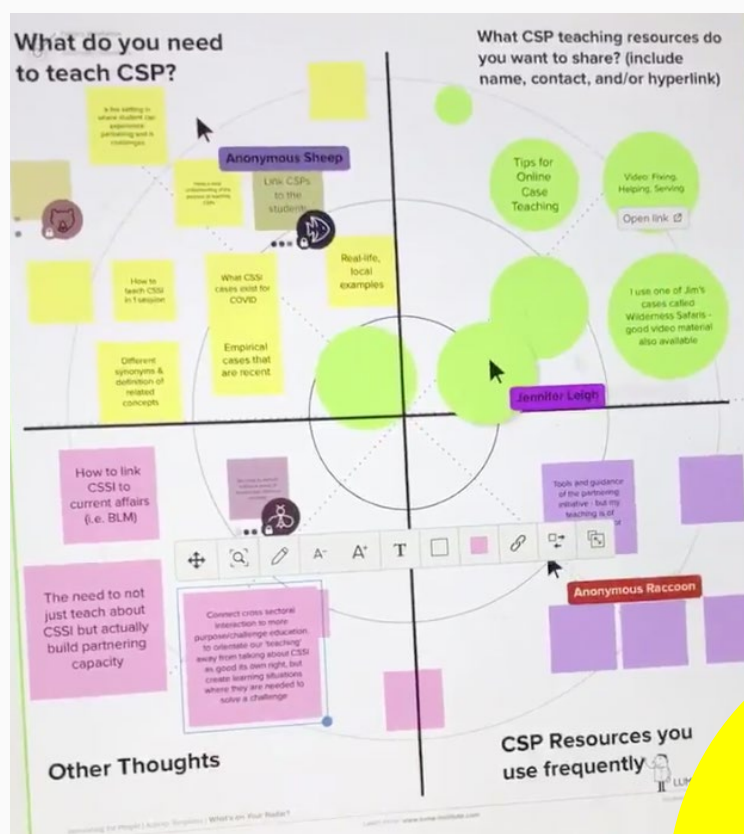
**5** Wrap-up/Feedback/Next Steps

## A time to Lunch and Learn

During the 2020 CSSI, the Conference Organizers introduced the first virtual “Lunch and Learn.” The aim of the inaugural session was to introduce CSSI pedagogy to the symposia and this was achieved by introducing participants to existing resources that have been published in the Pedagogy Section of the Annual Review of Social Partnerships (ARSP).

The session began ahead of the conference with an asynchronous whiteboard resource using the MURAL platform. The agenda for the session started with introductions to understand why participants joined with a 6-word challenge. Next, we toured the MURAL to see the numerous linked CSP teaching resources. Then participants benefited from a summary of Dr. Jim Austin’s Online Synchronous Teaching—Insights. The majority of the session focused on discussing the necessary resources to teach CSP in online environments.

The committed participants, who elected to remain engaged online for the lunch break, expressed enthusiasm for the session. The co-organizers, Lea Stadtler, Helena Knight, and Jennifer Leigh, look forward to hosting other teaching and learning forums for the community online and in-person during future conferences. Thanks again to Annmarie for her encouragement and support of this nontraditional format and important CSSI area!







## CSSI 2020 Lifetime Achievement Award: L. David (Dave) Brown

The LTA is an award granted by the Partnerships Resource Centre (PrC) and the CSSI community. It was initiated in 2012 at the CSSI symposium in Rotterdam, where we wanted to recognize the idea that scientifically and societally relevant research in Cross-Sector Partnerships for the social good often requires a lifetime of dedication and persistence. The laurate was decided by a group of passed awardees.

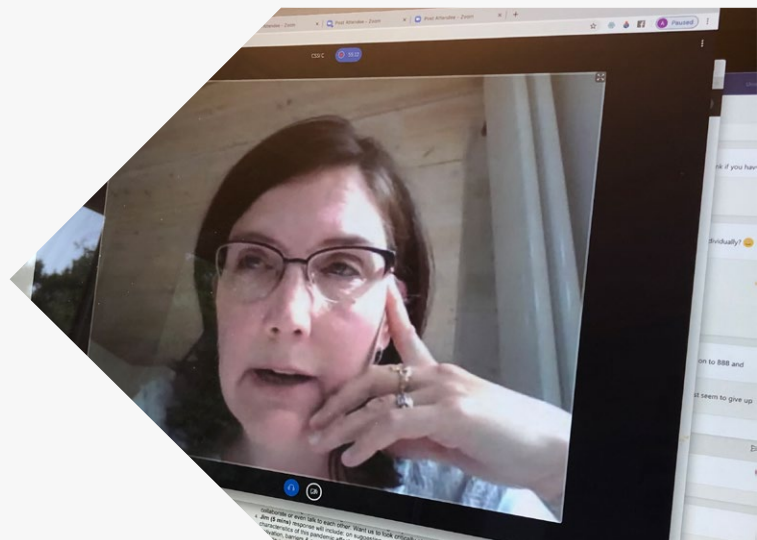
The CSSI 2020 LTA awardee is L. David Brown.

Brown is best known for his research and practice-based consulting on large-scale social transformation and institution/capacity building in developing nations. After retiring, he continued active engagement with the Hauser Center’s research on civil society organizations in China and related projects. He is an author of numerous books and articles at the intersection of consulting, scholarship, and practice, particularly around large-scale change projects and civil society engagement. Among his best-known books are: *Managing Conflict at Organizational Interfaces*, *Creating Credibility: Legitimacy and Accountability for Transnational Civil Society*, and co-edited books on *Transnational Civil Society and Practice-Research Engagement for Civil Society in a Globalizing World*. Brown was a Fulbright lecturer in India, has long served on the board of Society for Participatory Research in Asia (PRIA) (founded by one of his former Ph.D. students), on the OXFAM Board and on the board of the Synergos Institute, an NGO that sponsors partnerships around the globe.

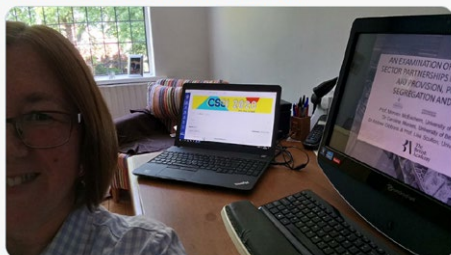
Prof Barbara Gray and Prof Sandra Waddock have offered a detailed account of Prof Brown’s career and contribution to cross sector partnerships theory and practice. You can read it here: <https://www.cssi2020.com/post/cssi-lifetime-achievement-award-2020>



# CSSI 2020

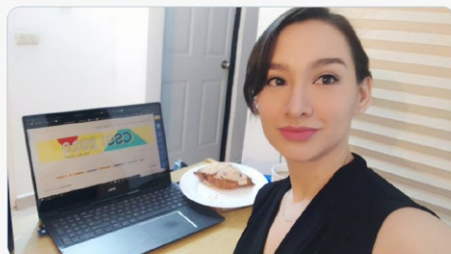


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**Morven McEachern** @ProfMcEachern · Jun 24, 2020  
 Getting ready for our special session on 'assembling place-based approaches to addressing poverty' @CSSI2020UL @C.Moraes\_UoB @WeLoveResearch @UoBBusinessSch #cssi2020



2 replies 32 likes

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**Rosalía Castillo-Villar** @RosaliaGCV · Jun 24, 2020  
 Early morning with @CSSI2020UL, discussing partnerships for the SDGs with Rob van Tulder and Sarita Danute #CSSIselfie #PartnershipsAndPlace



1 reply 15 likes

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**Jill** @jillbogie · Jun 25, 2020  
 Virtual international conference @CSSI2020UL with @GIBS\_SA faculty @jillbogie and @tidenyi presenting in a panel on @PRMEsecretariat and partnerships with PRME Champions colleagues Rachel Welton, Kim Sawers and @shelakillian @CaroleParks

**Jennifer S.A. Leigh** @JenniferSALeigh · Jun 25, 2020  
 @jillbogie discussing the South African case study in the PRME Champion research study on CSPs



2 replies 6 likes

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**Dr Helena Knight** @HelenaKnight · Jun 25, 2020  
 Proud to have represented @SQU\_Info at this stellar virtual symposium @CSSI2020UL by presenting two papers and co-organising the #lunchandlearn session. Looking forward to CSSI2022.

**CSSI 2020 UL** @CSSI2020UL · Jun 25, 2020  
 Helena H. Knight of Sultan Qaboos University is now presenting in Virtual Parallel Session Room B on "Putting Cross-Sector Social Partnerships' Global Challenge Outcomes to the Test: Developing a Research Agenda from an Evidence-Based, 20-Year Systematic Literature Review"

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# Overview of our Special Panels 1

The CSSI 2020 programme featured papers within 10 special sessions or tracks. These were organised by over 25 academics who responded to the call for special sessions sent out over 12 months before the conference. 75% of the papers in the conference came under these tracks with the other 25% organised in a further ‘open track’. Many, responded directly to our theme of Partnerships and Place, and covered important existing and new thematic areas for the CSSI research community. We are grateful to all the special session organisers, who undertook the reviewing and selection process, as well as hosting the authors in their sessions during the symposium. This level of commitment is a vital feature of the CSSI symposia series.

## Partnering for the Sustainable Development Goals: dealing with the Nexus challenge

*Organiser: Prof. dr. Rob van Tulder*

This panel related directly to the main theme of the symposium “putting partnerships in their place”. The papers presented as part of the panel, explored how the so-called “nexus-challenge” in the Sustainable Development Agenda (SDGs) can be addressed by taking location and geographical conditions into account. As one of the largest panels (9 papers), the panel addressed many important themes including translating the Idea of Partnerships from the UN SDGs into Policy, designing a Cross-sector Partnership Model for Systemic Change, and transitioning to a Sustainable City, as well as a number of areas relating to CSP and the SDGs.

## Special Session Wicked Problems and the Governance of Partnerships in Social-Ecological Systems

*Organisers: Dewulf, Art, Dentoni, Domenico and Rob Lubberink*

Both academia and society increasingly recognize that cross-sectoral partnerships, among other novel collaborative ways of organizing, are vital to address the grand societal challenges of our era – such as food insecurity, poverty, pollution, biodiversity loss or climate change (Ferraro et al. 2015). In these settings, partnerships are not only dealing with markets, policies and societal values, but also with social-ecological systems that have their own uncertainties and complexities (Dewulf & Biesbroek, 2018). In concert with the symposium theme, the panel invited authors to take into deeper account the socio-materiality (Leonardi 2012) involved in the partnerships’ governance.

## Special Session on Cross-Sector Interaction in Organizational Networks

*Organisers: Anne Quarshie, Lea Stadtler, Laura Albareda*

This track focused on cross-sector interactions taking place in supply chain and other organizational networks. It aimed to bring together cross-sector interaction, sustainability, and supply chain management researchers to discuss relevant research insights as well as to provide opportunities for networking across multiple management disciplines. We first had three parallel sessions in which 11 papers were presented and then concluded with a joint session in which we discussed similarities between these papers, developed a roadmap for future research, and shared publishing opportunities.

## Special Session The promises and perils of theory-based evaluations for cross-sector partnerships

*Organisers: Marijn Faling Greetje Schouten Sietze Vellema*

Interventions implemented by multiple partners require evaluation tools that adequately capture their complexity (van Tulder and Keen 2018, Vellema et al. 2017). Successful cross-sector partnerships (CSPs) are far from self-evident and the impact of CSPs can potentially be improved by appropriate monitoring and evaluation approaches to unravel what works where and for whom (van Tulder and Keen 2018). The central question to this panel therefore was: what is the value of theory-based evaluations for analyzing CSP-dynamics?



## Overview of our Special Panels 2

### Special session Partnerships & Frugal Innovation

*Organizers: Greetje Schouten, Winfred Onyas, Peter Knorringa*

Frugal innovation involves (re)designing products, services or systems to significantly cut costs, without forfeiting user value, in order to include consumers at the Base and Middle of the Pyramid (Knorringa et al., 2016). The panel aimed to address questions such as, under what conditions can partnering processes contribute to more impactful frugal innovation processes? How does partnering relate to scaling processes of frugal innovations? What role does partnering play in embedding frugal innovations in different contexts (including business ecosystems)?

### Assembling and Sustaining Place-Based Approaches to Addressing Poverty

*Organisers: Morven McEachern, and Caroline Moraes*

Cross-sector partnerships (CSPs) are widely recognised as a growing phenomenon which can help to address social issues and achieve social change (Selsky & Parker, 2005). However, potential scope exists for further practical and theoretical refinement of CSPs, especially concerning their role in addressing poverty (Seitanidi et al., 2010). While we recognise the existence of previous literature around CSPs and how they tackle social issues such as education and health (see for example Murphy et al., 2012; Johnston & Finegood, 2015), few studies focus on poverty, and of those that do, their emphasis remains on exploration of CSPs within developing economies and/or addressing poverty at the Bottom of the Pyramid (see for example Rein & Stott, 2009; Calton et al., 2013). This track and its authors aimed to address this gap with a series of empirical papers focusing on CSPs and poverty.

### Cross-sector partnerships: Integrating & scaling RME & ERS practices

*Organisers: Prof Jennifer Leigh Dr Jill Bogie Prof Sheila Killian and Prof Carol Parkes*

Business schools and universities perform a key role in the development of current and futures leaders and managers (Adams, Heijltjes, Jack, Marjoribanks & Powell, 2011) and many have made commitments to responsible management education (RME) and ethics, responsibility and sustainability (ERS) practices. This session posed several important questions including: How can business schools work together with diverse partners and stakeholders, locally and globally, to develop current and future leaders who are equipped to drive the SDG agenda? How can XSPs be key enablers of transformational change and facilitate the process of embedding the SDGs in teaching and research practices in a way that is relevant to business? How can XSPs be applied in innovative ways, to integrate the SDGs and ERS principles into business school and university practices?

### Smart cities Partnerships and Smart Cities *Organiser: Prof Eoin Reeves*

Critical driving forces such as growing urbanization, the impacts of climate change and natural disasters, and also social and political changes are revolutionizing the models that we use to manage and operate urban infrastructures such as transportation, water, energy and communications. Building the growing interest in research on cross sector partnering and city governance (Austin and McCaffrey, 2002; Clarke and Ordonez-Poncethe, 2017, MacDonald et al 2017), this panel convened papers that explored the nature of partnership and collaboration in a smart city context.

### Cross Sector Social Interactions in creative places (C-CSSI): mis-placement, dis-placement, re-placement. *Organisers: Dr Philippe Mairesse and Dr Catherine Morel*

The panel is concerned with Cross Sector Social Interactions in creative places defined as places and shared-spaces where unexpected fruitful encounters occur between various sectors, one of which at least being creative. It includes third places as defined by Oldenburg (1999), creative collectives, co-working spaces, festivals, agora but also (at a more macro level) creative cities, creative clusters or districts, creative eco-systems. Addressing the conference theme the panel considered local C-CSSI depend on the specificities of the place. The panel reflected on how place and local culture (social cultural habits) inform, limit, define the partnership conceptions and development and whether there is a possibility for the transfer of C-CSSI (processes, actors, objectives...) from one place to another?

## Introducing Partnerships in a time of Crisis Research Bursary scheme Supported by Irish Aid

We live in a changed world, and as we re-emerge from this crisis, into a post Covid-19 world many core assumptions that we relied on will either no longer apply, or have been severely tested. We understand that cross sector interactions and collaboration are an important response to crisis. Building on the theme of CSSI 2020 we welcomed researchers to consider how crises shape the dynamics of partnerships in formation and explore how these partnerships come to shape the setting in which they developed. We were delighted with Irish Aid’s decision to sponsor the bursary scheme, which aims to support early career researchers, particularly those working in the Global South.

We asked the researchers to consider particular questions, including:

- What role can cross sector partnerships play in building resilient and adaptive societies in an era of crises (climate, health)
- What kinds of issues are emerging as concerns in the covid-19 crisis (e.g. loneliness, hunger, elderly care, domestic violence) and what role can cross sector arrangements have in response to these?
- How cross sector arrangements emerge, or are triggered by a nation/region/ place’s attempts to specific needs, both new and emerging?
- How the time and place constraints of the Covid-19 crisis has shaped multi-sectoral responses?
- The form that such arrangements take and how they are coordinated or configured?
- And if and when arrangements are virtual or hybrid, what is helping to ‘hold’ elements together?

Four research projects were funded under this scheme, and the following section of this report will share some of the key findings emerging from this work.

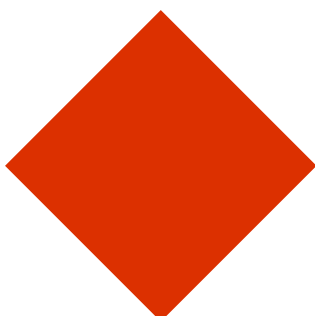


Dressmaker Madam Leila Mohammed  
Photograph by Anita Djoble-D’Almeida

# Managing PPE Production: Governing cross-sectoral responses to Covid-19 pandemic Research conducted by: Anita Djoble-D’Almeida (PhD)

The study is premised on the theme “partnerships in the time of crisis”. The study viewed the phenomenon of managing the production of PPEs through a governance lens given that partnerships present a governance issue. The three main objectives facilitated the collection of qualitative data from 28 participants including small and female-owned businesses to explore the phenomenon in-depth to determine the findings. The first objective was to explore characteristics of cross-sector partners responding to Covid-19 crisis through PPE production. Secondly, the study sought to identify the implications of priorities of public sector actors on small and female-owned businesses responding to Covid-19 crisis through PPE production. Finally, the study investigated how to align the priorities of public sector actors and small and female-owned business to strengthen response to the Covid-19 crisis through PPE production. Based on the findings, the study suggests that both formal and informal businesses who belong to membership association are capable of overcoming systemic challenges in a time of crisis. Belonging to a business association therefore becomes a key success factor in a partnership arrangement in a time of crisis such as the Covid-19 pandemic. The study also found that in times of a pandemic or crisis, creative measures and flexibility are key in the enforcement of regulations in order not to worsen the economic situations of small businesses. Furthermore, weak governance arrangements and ineffective monitoring of the activities of key industry players created challenges for the small players who were the underprivileged in a sophisticated partnership arrangement to produce PPEs to address the Covid-19 pandemic in Ghana.

Through a qualitative methodology, the perspectives of actors in cross-sector partnership involving 4 players from the public sector, four business associations and 20 private sector players, mostly small businesses and female entrepreneurs were explored to determine the findings. The five themes identified through rigorous thematic analysis were related to the objectives and stated as: Government Action in a time of Covid-19 pandemic crisis; Implications of Standards and Regulations on small and female-owned businesses in PPE production; Small and female-owned business resilience in spite of government restrictions; Business Associations as key actors in cross-sector partnership; and Governing partnerships through a Value Chain Approach to integrate small and underprivileged female-owned businesses in the production of PPEs in response to Covid-19 pandemic.



For more information on this research please email:  
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# CSSI 2020





## The localization of social responsibility practices: The moderating effect of the global pandemic

Research conducted by: Miss Chisom Ndigwe

The project sought to explore an indigenous apprenticeship practice in Nigeria, which serves as a form of social responsibility for community development and the effects of the global pandemic on their practice. The indigenous apprenticeship practice of the Eastern tribes of Nigeria became popular for its role in reviving and advancing a community devastated by war. The civil war of 1970 in Nigeria had the capacity to end the Igbo tribe however, the characteristics of partnerships and community development inherent in the model enabled them to survive and thrive. In the midst of the global pandemic, the study sought to examine the impact of the pandemic on the age-old practice and its sustainability.

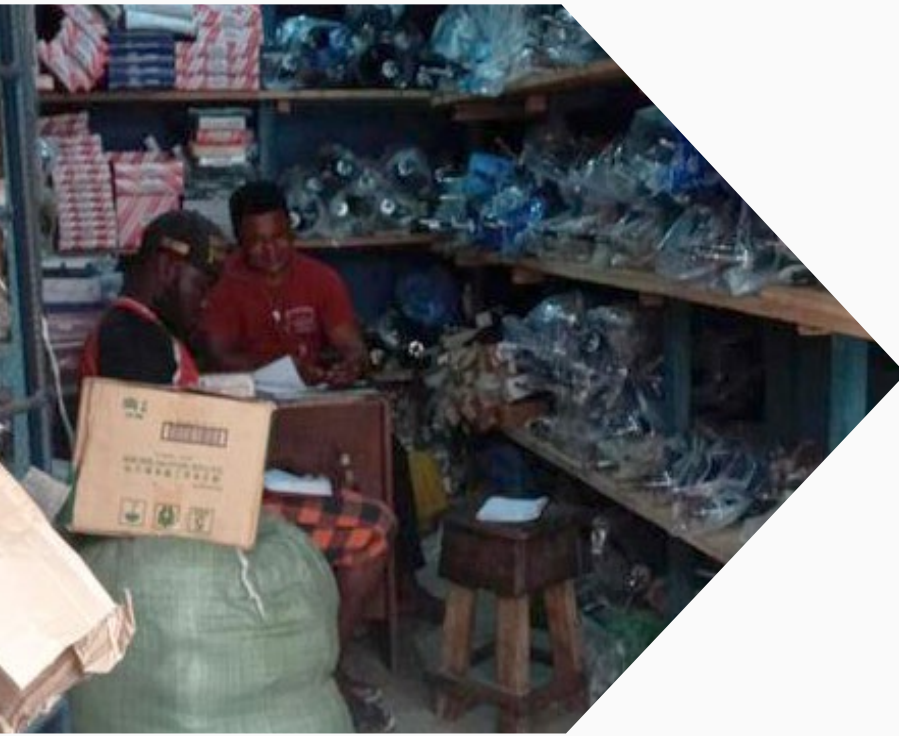
The study utilized the qualitative method of research, which involved interviews, observations and field notes involving practitioners who identify with the indigenous apprenticeship model. This preliminary phase or first phase of the ongoing research produced findings related to the pandemic and how the practice survived or was transformed by its devastating impact.

Preliminary findings of the research discovered that the apprenticeship practice, which involves practical training of youths to replicate the same business across the country, has continued to enable community development and partnerships. The pandemic was discovered to have had crippling effects on the local businesses. The pandemic was also discovered to have caused a shift in the indigenous practice itself. The indigenous model adapted to the devastating impact of the pandemic and gave room for new partnerships in the aftermath of the COVID-19.



For more information on this research please email:  
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# CSSI 2020





# MNE Cross-Sector Partnerships and Shared Value: Understanding Complex Collaboration in Crises

Research carried out by: **Dr Theresa Onaji-Benson**

Given the unprecedented COVID-19 crisis, companies and organisations have had to find innovative ways to support vulnerable communities, especially in developing countries where the influence of poverty, poor infrastructure (including health and transport systems) abound. This project explores how cross-sectoral partnerships between local Non-Governmental Organisations (NGOs) and Multi-National Enterprises (MNEs) can become conduits for identifying and pursuing shared value. Through a qualitative case study involving 25 in-depth interviews, this project will interrogate a specific NGO-MNE partnership that provided essential resources to healthcare workers in South Africa at the onset of the coronavirus pandemic.

The research addresses the question: How do multinational enterprises partner with non-governmental organisations during a crisis to improve shared value between the diverse stakeholders? We examine this question by a timely case study that interrogates the governance configurations, learning and issue complexity that exists within a crisis driven cross-sector collaboration. Our study is set within the onset of the COVID crises in South Africa, a developing economy with high inequality levels. Grounded conceptually in the complexity literature, we explain how such cross-sector partnerships evolve and operate such that value is exchanged from the MNE to the host environment within which it is located. Our preliminary findings have implications for designing cross-sector collaborations in crises. We highlight opportunities and mechanisms through which multinational enterprises can build constituencies in environments characterised by crises.

Drawing on van Tulder and Keen’s (2018) conceptual model, our preliminary analysis finds evidence for understanding the three dimensions that influence the success of a complex partnership. In addition to the themes from the van Tulder and Keen’s (2018) conceptualisation, we find evidence for additional themes that characterise the process and mechanisms of complex collaboration in a time of crises. These themes include:

- The value of trust
- The role of the individual boundary spanner
- The heightened role of media and technology innovation

Together with the three dimensions of complex partnerships noted above, these elements contribute to the flow of value and resources between the different partners in the collaboration. These will be unpacked further to delineate the way trust, boundary spanners and media and technology innovations help address issue complexity, shape learning strategies and partnership configurations.

For more information on this research please email:  
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# CSSI 2020



# Compassion Venture Project: An analysis of solidarity responses to the Covid-19 hunger crisis in South Africa

Research conducted by Mrs Sarita Sehgal\*,  
PhD Candidate

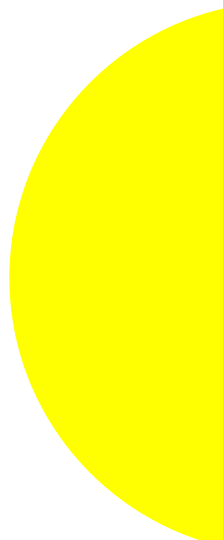
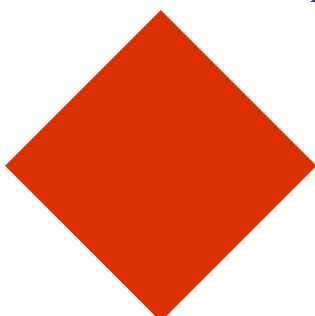
Government-enforced “lockdowns” to reduce the spread of COVID-19 had devastating social and economic effects, especially in the Global South. In South Africa, many poor households found themselves unable to buy food and the Covid-19 public health crisis morphed into a hunger crisis. Despite the lockdowns diminishing, the hunger crisis did not. The South African government response has been inadequate, marred by insufficient information about who was in need and limited resources and logistical means to assist. The emergence of diverse, collaborative civil society initiatives to alleviate suffering has been a notable feature of the response to the crisis. This includes civil society networks, such as the “Community Action Networks,” or CANs, as well as other compassion ventures that channel resources to people in need and reconfigure supply chains in support of the hungry. However, as the crisis evolves and community needs proliferate, these groups’ human and financial resources are diminishing leaving them to face tough choices.

This collaborative research project involves a team of ten researchers and has been evolving along with the response. It is investigating how these collaborative civil society and social entrepreneurship initiatives adapt to changing circumstances? More specifically, how can they make use of the remarkable social networks and “social capital” that they have generated during the crisis, in fostering broader collaboration across partners and sectors and developing longer-term strategies?

The project is working through a community of practice to respond to these practically important questions, while addressing related scholarly questions surrounding the role of social capital in crisis responses. As such it seeks to develop and share knowledge on how solidarity networks and other stakeholders can build partnerships to complement and support each other in reaching the most vulnerable during times of crisis. It is aligned to the policy priorities and intervention areas of Irish Aid, notably those focused on reducing humanitarian need; strengthening governance by safeguarding and leveraging the civil society space; and combating hunger and poverty.

*\*The project involves a collaborative team of 10 researchers.*

For more information please refer to the project website:  
<https://www.thecompassionventureproject.co.za/>





# CSSI 2020



Food parcels being packed in a repurposed church hall by Boost Africa  
Credit: Christine Fyvie

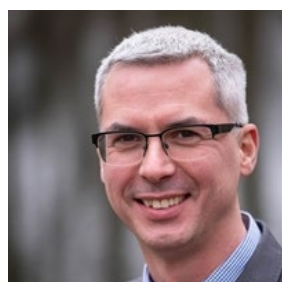


Muizenberg CAN volunteers work in the Muizenberg community kitchen, housed at the Blue Bird Market, a local goods market - Credit: Patrick McKenna

## Introducing CSSI 2022

For the next CSSI Workshop in 2022 at Wageningen University in the Netherlands, we propose “Partnering for Resilience and Transformation” as the central topic. How do partnerships perform in times of crisis? Are they able to respond quickly enough, and to flexibly adjust course where necessary? What makes partnerships resilient? What makes partnerships transformative? These are pertinent questions that have been catapulted to the top of the agenda and require our attention as a scholarly community. Responding to a crisis is a crucial first step for building resilience of the collaboration and involved partners. Being resilient may also be the steppingstone towards rebuilding a brighter future. Bouncing back to the old situation, with its associated vulnerabilities, is not necessarily the best approach. Reconciling resilience and transformation is a major challenge both in practice and in the theoretical debate. How can partnerships facing crises or disturbances contribute to the transformations necessary for a more sustainable future? Do partnerships provide transformative capacity for in-depth change? We hope that inquiring into partnering processes with resilience and transformation as lenses will result in inspiring scholarship that is both theoretically innovative and practically useful.

No one can predict what the world will look like exactly in 2020, but we very much hope to be able to welcome you by then at Wageningen University! Overlooking the Lower Rhine river and situated in the Food Valley, Wageningen hosts a vibrant green campus where education buildings and research facilities intermingle with other activities, including a Unilever R&D plant, a branch of the public Food Safety Agency and a student-run vegetable farm - partnerships are in the DNA of this university! The mission of Wageningen University is “to explore the potential of nature to improve the quality of life”. As a life science university, Wageningen specializes in research on food, the living environment and health, and puts high value in interdisciplinary research between the natural and the social science. The social science department covers nearly all social science and humanities disciplines, from history to management, and from economics to policy sciences, but with a focus on topics like agriculture, food, environment, water, climate, biodiversity and health. In sum, an excellent environment to discuss the grand sustainability challenges of our time, and the role of partnerships in fostering resilience and transformation.



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