



Strategies for Expanding Public-Private Partnerships

Based on the information gathered from the IAWG's partnership study group last year and an analysis of the results of two distinct partnership surveys, the IAWG makes the following general observations regarding potential benefits and challenges to partnership, and offers general recommendations for strategies that all entities can use to enhance public-private partnerships in international exchanges and training projects, programs, and activities.

[Potential Benefits of Public-Private Partnerships](#)

[Challenges to Public-Private Partnerships](#)

[Ways to Foster Public-Private Partnerships](#)

Potential Benefits of Public-Private Partnerships

- Development of collegial relationships among USG sponsors and partner organizations
- Creation of fora and/or bridges to understanding among a broad range of U.S. and foreign nongovernmental organizations, host governments and federal partners in the international exchanges and training community
- Increased understanding of, and respect for, each sector's culture and constraints
- Development of stronger programs resulting from the efficient use of combined resources
- Enhancing the scale and scope of each sector's activities by pooling limited resources
- Better planned and executed federal programming resulting from improved collaboration and coordination among all types of partners

- More efficient and cost-effective program administration through fundraising and other collaborative cost-sharing/cost-reduction efforts
- Achievement of mutual goals otherwise unattainable if sectors worked alone
- Development and expansion of public policy expertise in all sectors
- Opportunities for the private sector to demonstrate social responsibility
- Facility in mobilizing resources quickly
- Positive synergy from shared technical and professional expertise
- Reduced risks associated with program development and implementation
- Opportunities to learn about potential new markets for partner services
- Sharing of administrative tasks that lead to a more balanced oversight of programs
- Encourage program transparency
- Creation of volunteer opportunities in the public and private sectors
- Creation of employment opportunities in the public and private sectors both directly and indirectly
- Opportunities exist for increased revenue generation by partners

Challenges to Public-Private Partnerships

- Potential for disputes and conflicts between partner organizations with diverse and/or competing goals, values, and perspectives
- Misconceived notion that partnerships weaken the federal government's ability to implement its policies or regulate its programming
- Potential for miscommunication with greater decentralization of decision-making
- Considerable expenditures of time required by personnel -- who may already be inundated with other duties and in short supply -- to obtain funding, plan, implement, nurture, and maintain these partnerships
- Allocating additional resources to plan, conduct, and manage fundraising efforts
- Paucity of formal and informal institutional mechanisms to garner private sector support
- Perceived loss of federal program goals and vision in shared transactions
- Aura of micromanagement on the part of the federal government
- Confusion in ownership of programs, notably when funding and oversight partners are not housed within the same federal entity or when the contract

- partner has a higher profile than the contracting agency
- Potential for loss of federal jobs or decrease in staffing level in partnered transactions
- Complicated and inconsistent application, administrative, and reporting procedures
- Inattentiveness on the part of the federal government to partnering opportunities
- Uneven and/or inconsistent host government interest and long-term commitment to USG exchanges and training opportunities
- Uncertainty about economic and trade policies, laws, regulations and business practices in host countries
- Perceived lack of transparency in the federal grant making process

Actions the U.S. Government Could Undertake to Foster Public-Private Partnerships in International Exchanges and Training

- Create an enabling institutional environment in which partnering relationships can flourish
- Identify areas in government where impediments to partnership may exist
- Develop and support clear policies that encourage partnership-building
- Set the tone for transparency by creating solid financial and technical regulatory frameworks
- Identify existing non-partnered federal programs that could benefit from partnerships
- Develop marketing strategies and seek venues in which to actively solicit private sector support
- Highlight the positive impact of international exchanges and training activities on U.S. domestic and foreign affairs to overseas and domestic audiences
- Promote contacts between American and foreign citizens in ways that support U.S. national interests
- Explore ways to help leverage federal resources and strengthen capacity building, e.g., cost sharing and in-kind and indirect support from all sectors
- Give host country public and private sector organizations opportunities to share costs of exchanges and training programs
- Provide opportunities for host country public and private sector

organizations to plan and develop more bilateral results-driven exchanges and training plans that take into account not only U.S. objectives, but also host country national policies and priorities

- Recognize and acknowledge publicly the valuable contributions that current private sector partner organizations make to federal programming in pursuit of U.S. international affairs strategic goals
- Promote continued dialogue among all sectors to define common goals and remove potential obstacles to partnership
- Streamline and standardize federal grant-making, contracting, and other partner reporting requirements and administrative and programmatic procedures