



## *Governance Entrepreneurs*

Global partnerships have transformed international institutions by creating platforms for direct collaboration with nongovernmental organizations, foundations, companies, and local actors. They introduce a model of governance that is decentralized, networked, and voluntary and which melds public purpose with private practice. How can we account for such substantial institutional change in a system made by states and for states?

*Governance Entrepreneurs* examines the rise and outcomes of global partnerships across multiple policy domains: human rights, health, environment, sustainable development, and children. It argues that international organizations have played a central role as entrepreneurs of such governance innovation in coalition with proactive states and non-state actors, yet this entrepreneurship is risky, and success is not assured. This is the first study to leverage comprehensive quantitative and qualitative analysis that illuminates the variable politics and outcomes of public–private partnerships across multilateral institutions, including the UN Secretariat, the World Bank, UNEP, the WHO, and UNICEF.

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# Governance Entrepreneurs

International Organizations and the Rise  
of Global Public–Private Partnerships

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## *Acknowledgments*

How do institutions change in response to complex challenges to human security and planetary sustainability? The exploration of large and enduring questions often starts from a focal image or an event that captures imagination. This book began with the observation of important organizational transformation – the rise of global public–private partnerships to tackle pressing problems of health, human rights, environment, and development more broadly. Global partnerships straddle traditional divisions between the public and the private spheres and between international cooperation, domestic politics, and local concerns. These arrangements are incredibly diverse in terms of structure, objectives, and participation. How can we account for such layering of different forms of governance? What are the roles of private actors and public institutions? How do global partnerships govern? This book takes on the challenge to conceptualize institutional transformation and examine in broad strokes partnership governance across the international system. The focal idea that emerged is that of entrepreneurship – a concerted effort by coalitions of actors that straddles scales and sources of authority to experiment with new mechanisms of governance and justify their institutionalization. International organizations have played a central role in these processes both as entrepreneurs and enablers of the cycle of change. The analysis and documentation of the rise of global partnerships relied on multi-method research across issue domains of international governance. Fortunately, I found tremendous support in this endeavor for which I will be always grateful. The scale of the research and analysis would not have been possible without the generous support of academic funding, the insights of many interviews, and the feedback and deliberation with colleagues, friends, and family.

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