ABSTRACT:
Public-private alliances (PPAs) are a popular modality for delivering the USD 119.6 billion spent annually by developed countries on official development assistance (ODA). Despite their popularity and much publicised success, the performance of these PPAs is widely debated and failure rates of 30 to 70 per cent are reported in the literature. Few comprehensive studies have been carried out on the complexities of alliance formation and how these can be managed. A more fundamental problem is the lack of a comprehensive framework to understand how alliances form leading to only fragmented efforts in this area and has encouraged a simplistic view of PPA establishment among researchers and practitioners. This has contributed significantly to alliance failure. This research, exploring how to better create or establish alliances to ensure higher rates of success, has resulted in the development of a more integrated conceptual model of PPA establishment in ODA.
Grounded Theory methodology was used to identify the major concerns of the partners in the establishment of PPAs and the processes used to address these. Five core categories: 'Processes and Process Issues'; 'Alliance Type'; 'Alliance relationships'; 'Alliance Leadership'; and 'Modifiers' were identified. These were used to develop an integrated conceptual model to explain the establishment of PPAs in ODA. The model identifies a number of key points where practitioners and stakeholders can intervene to influence the nature of the resulting alliance and alliance relationships. This conceptual model provides a framework for use by development practitioners and for researchers to enable more focused research in this area.

BIOGRAPHY:
Les Baxter is currently the Research Program Manager for the Australian Centre for International Agricultural Research Horticulture Program. He holds a Master of Business Administration, Master of Agricultural Science and Bachelor of Science (Horticultural Technology). Les has worked as a General Manager (International Development) for Illawarra Technology Corporation and IDP Australia; and as the New South Wales State Manager for AusIndustry. He has filled a range of research, development, extension and management positions in the field of horticulture with the Queensland and Tasmanian Departments of Primary Industries and Fisheries, the Horticulture Research and Development Corporation and several commercial horticultural production and processing companies. He is currently enrolled as a part-time student in the Doctorate of Philosophy (Management) program in the Faculty of Business, Government and Law at the University of Canberra. Les's PhD research is concentrating on the social processes associated with the establishment of public-private alliance in international development programs.