

Strategy and Partnerships ... in the Oil and Gas business

- Why multi-stakeholder partnerships?
- What's the strategic relevance?
- An example or two
- Theory and practice

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Why Partnerships?

- Improve reputation?
- Develop new (pro poor) markets and businesses?
- Secure local “licence to operate” – in current or prospective countries?
- Tackle difficult underlying issues of sustainability that impacts business?

“The Development Challenge”

- Issue was a developed world of 1 billion people facing a developing world of 5 billion
- But now, 4 billion of those 5 billion people are on a growth path out of poverty
- ... leaving 1 billion who are not (75% of which are in Africa)

Professor Paul Collier
“The Bottom Billion”

Operating Space

Policy

Strategy

Program

Local

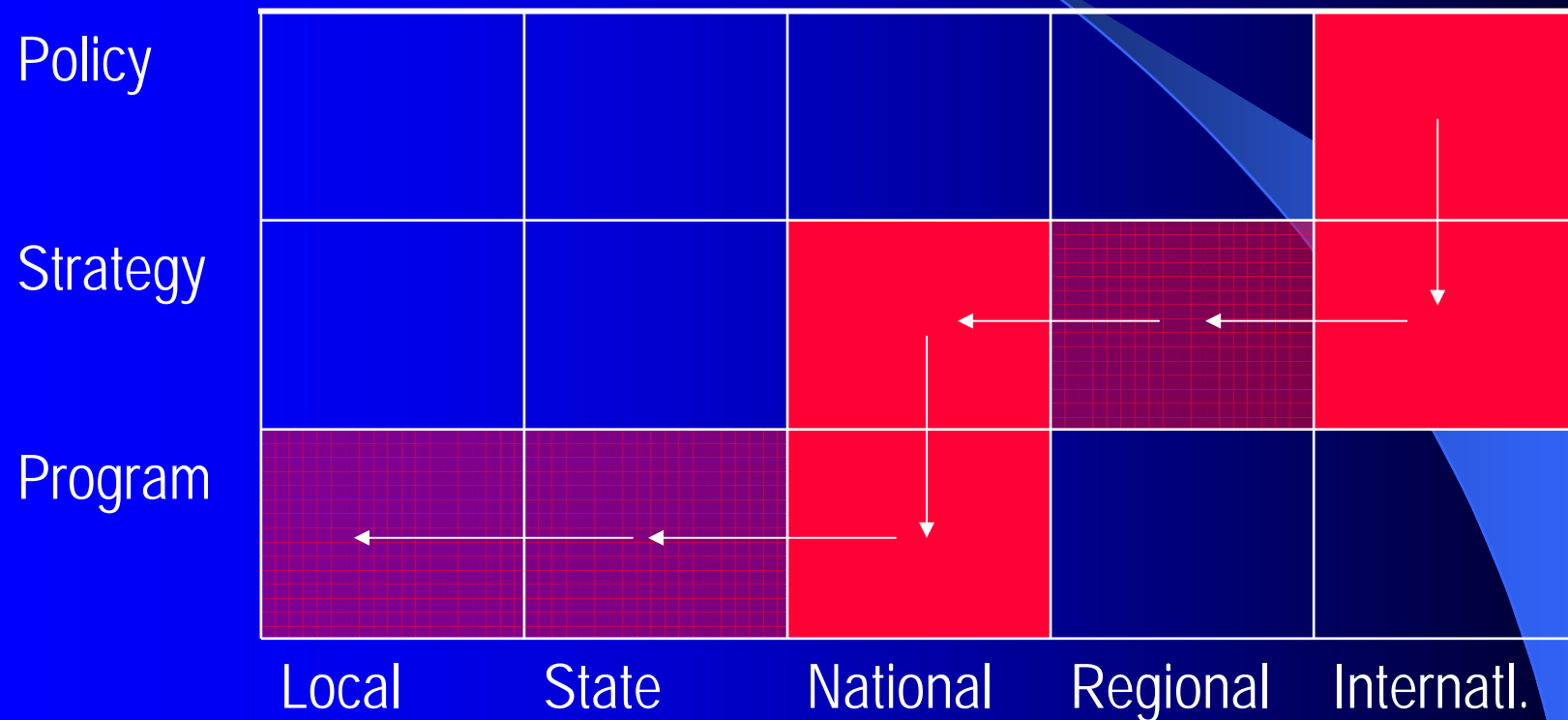
State

National

Regional

Internatl.

An example - EITI



Why the importance ...?

- Single sector approaches (*especially to tough, complex problems*) often prove disappointing
- Working in isolation leads to duplicated effort, waste, partial solutions and blame
- A multi-sector approach offers the potential of tackling tough problems in an imaginative, integrated and sustainable way.
- That's the theory. But it needs to be put into practice

Combining Theory and Practice

- **Theory** is when you understand everything, but nothing works.
- **Practice** is when it works, but nobody understands why.
- **Theory and Practice** is when nothing works and nobody knows why.