



POLICY BRIEF · ASPC-PB-018

Governance for Cross-Border Institutional Partnerships

Which governance arrangements help distinct institutions cooperate without obscuring authority?

EVIDENCE-INFORMED ASPC ANALYSIS

Supporting publication to ASPC-SF-001

August 2026 · 7-page edition

Status, question and scope

ASPC RESEARCH SYNTHESIS.

Research question

Which governance arrangements help distinct institutions cooperate without obscuring authority?

Scope

A partnership must support coordination while preserving each participant's lawful authority, accountability and separate institutional judgment.

Evidence cutoff: August 21, 2026. Government findings, agency-reported information and ASPC analysis are distinguished throughout.

Key findings

The reviewed sources support the following bounded findings.

- GAO collaboration practice emphasizes common outcomes, roles, written agreements, leadership, participants, resources and accountability.
- NIST supply-chain guidance demonstrates the value of establishing and communicating responsibilities across suppliers, customers and partners.
- MCC's country-ownership model illustrates how local decision responsibility and transparent implementation can be built into a program structure.

Findings are paraphrased from the cited official records. Source scope and date remain controlling.

Evidence interpretation

What the evidence establishes

- GAO collaboration practice emphasizes common outcomes, roles, written agreements, leadership, participants, resources and accountability.
- NIST supply-chain guidance demonstrates the value of establishing and communicating responsibilities across suppliers, customers and partners.

What requires judgment

A partnership must support coordination while preserving each participant's lawful authority, accountability and separate institutional judgment.

Application beyond the source setting is ASPC analysis and should be tested against the authority, capability, risk and conditions of the institutions involved.

Implementation considerations

Implementation should connect responsibility, evidence and review.

- Adopt a charter, responsibility matrix, decision schedule, information protocol and escalation path.
- Require accurate public language separating consultation, proposed cooperation, authorization and implementation.
- Review governance after material changes in leadership, risk, resources or scope.

Decision record

Document the responsible institution, required authority, resources, risks, measures, review date and basis for continuation, adjustment or conclusion.

ASPC application and limitations

Proposed application

- Adopt a charter, responsibility matrix, decision schedule, information protocol and escalation path.
- Require accurate public language separating consultation, proposed cooperation, authorization and implementation.
- Review governance after material changes in leadership, risk, resources or scope.

Limitations

- Governance documents cannot create legal authority. Each participant requires its own legal and institutional review.

These applications are proposed by ASPC. Citation does not imply endorsement by any source institution.



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ASPC RELEVANCE

This research supports constructive American–international partnership and practical cooperation where stronger institutions can advance shared interests with the United States.

GAO-23-105520

[Official source →](#)

NIST CSF 2.0

[Official source →](#)

MCC Country Ownership

[Official source →](#)

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