
Abstract

In many Western countries, policy makers are making greater efforts toward improving horizontal coordination and integration between departments and agencies within government than seemed to be the case in the mid-1980s. "Joined up government" is a slogan that originated in the United Kingdom but has been widely picked up elsewhere. However, not all countries are "joining up," and those that are are not all doing it in the same way. After setting out some basic definitions of terms, several of the main explanations offered in the literature for the differences in styles of coordination and integration are considered and rejected as being circular or as failing to explain enough of either the geographical variance or the changes over time. Instead, a neo-Durkheimian institutionalist explanation is presented, which is non-circular, and which, although not yet tested empirically, would provide a richer account of both geographical and historical differences. This article then reviews the public management literature to present a provisional inventory of what appear to be some of the main differences of styles of "joining up" between western countries; these are summarized in a table.

https://academic.oup.com/jpart/article/14/1/103/922965


Abstract

Multi-sector collaborations are challenging to establish and difficult to sustain; they require considerable commitment of time and resources from participants and supporting organizations that must work together across diverse perspectives and agendas and perceive their efforts as worthwhile. Methods of network analysis have been identified as offering potentially useful tools to assist those involved in multi-sector community collaborations; however, there is limited research examining community practitioners’ perceptions of the relevance and usefulness of methods of network analysis to their work. This paper presents two methods of network analysis and visual representation of the data that were used in co-productive research with members of a multi-sector collaboration focused on promotion of Aboriginal well-being in Alberta, Canada. Verbal and written feedback regarding the relevance and usefulness of these methods was sought from the members of the collaboration. Four themes emerged in analysis of their feedback: personal validation, strategic knowledge, organizational commitment, and public validation. The former two encompassed ways that network analysis may be internally relevant to members of multi-sector collaborations, while the latter two encompassed ways that network analysis
may be externally relevant. Additional use of methods of network analysis with multi-sector collaborations and feedback from their members on its usefulness and relevance is encouraged.

http://www.jstor.org/stable/26164987


Abstract

Local governments face a conundrum; a structural decline in revenues concurrent with a complex environment where service responsibility must be viewed as multijurisdictional, multigovernmental, and multisectoral. Issues faced by local government are increasingly beyond the financial or service capacity of individual governments. This article proposes that outcome success in the era of resource limitations necessitates that managers form new systems for regional collaboration. Successful adaption to twenty-first century realities requires that managers lead by identifying and forming new collaborative networks. Networks where several governments, nonprofit, and private organizations will integrate personnel and resources to accomplish a common mission.

https://www.jstor.org/stable/41634735


Abstract

Local government is assuming a new and transformational leadership role in this era of the “new normal,” which is highlighted by structural resource scarcity and the assumption of new missions in our federal structure. These new missions mandate regional governance, both in planning and in service delivery. Planning in the twenty-first century must be strategic, regionally based, and founded on the principles of community sustainability. Service delivery, while maintaining its traditional emphasis on public safety and service, must move into areas that address the growing social and economic needs of our citizens. The foundation for mission success will see regionalism, deliberative democracy, and strategic sustainability as foundation for local governance.

http://www.jstor.org/stable/24638894


Abstract

Scholarship across disciplines offers evidence that gender plays a significant role in organizational dynamics. Gender differences in preferences, attitudes, and behaviors affect employee behavior and organizational outcomes. This article extends the gender factor into the realm of interorganizational and intersectoral collaboration to examine not just whether, but also how gender affects the management of these relationships. We analyze these differences in the context of local government–nonprofit
organization (NPO) relations in a developing country with data from two 2017 nationally representative surveys of local governments and NPOs in Lebanon. Our results suggest that in male-dominated nations like Lebanon, females leading local government organizations are less likely to enter into cross-sector collaborations than their male counterparts, and in the nonprofit sector, gender plays no significant role in the decision to collaborate. However, among existing collaborations, females, as compared with males, have been more likely to both initiate and fund the interorganizational/intersectoral relationships. These results contribute to the literature on gender, management, and intersectoral collaboration, and offer an agenda for future scholarship on these topics.

https://doi.org/10.1093/jopart/muy041


Abstract

This paper contributes to the understanding of accountability in collaborative governance by presenting views of practitioners from partnerships formed between K-12 public schools and private and nonprofit organizations in the United States. It focuses on two questions: what do partnership practitioners see the partnerships as being accountable for? And to whom do they see the partnerships as being accountable? The findings suggest that partnership participants reveal more of client-based and results-oriented views of accountability. They are more directly concerned about professional accountability and accountability to the partners. A concentric-circles model is then developed to illustrate the accountability relationships in partnerships.


Abstract

This study uses the case of Broward County’s HIV/AIDS Health Services Planning Council to highlight the likely leadership contributions in collaborative governance for core medical and support services to target populations as a conduit to care and treatment. The study relies on an in-depth interview of Council members including leaders to generate relevant data for interpretation purposes. The data are subjected to thematic analysis to help derive insights from participants’ experiences relative to leadership efforts in collaborative governance. The results accentuate formal and informal leadership contributions in shared understanding, trust building, commitment to process, institutional design, communication, conflict resolution, empowerment, system context, and allocation priorities with attendant facilitation benefits and challenges. The findings point to the irreplaceable role of leadership in collaborative governance in areas such as antecedent/initial conditions, collaborative process, and the consequential outputs and/or outcomes for the benefits of target populations and society at large. It appears the tragedy of HIV/AIDS epidemic unexpectedly fosters alternative leadership approaches which is usually facilitative in nature as part of a governance regime and enables collective multi-stakeholder engagements for viable and sustainable solutions while embracing associated challenges.

https://doi.org/10.1080/01900692.2020.1759627

**Abstract**

This study uses the collaborative governance concept to examine efforts of HIV Health Services Planning Councils in two South Florida Counties. The study employs qualitative methods such as interviews and document reviews in collecting data from various relevant sources. The results reveal more similarities than differences in the Councils’ efforts toward addressing the HIV/AIDS problem. The Councils are similar in all variables of collaborative governance with few exceptions relative to facilitative leadership and institutional design. Collaborative governance of stakeholders thereby enhances efforts in effectively managing and/or addressing complex problems.


**Abstract**

Collaborating to Manage captures the basic ideas and approaches to public management in an era where government must partner with external organizations as well as other agencies to work together to solve difficult public problems. In this primer, Robert Agranoff examines current and emergent approaches and techniques in intergovernmental grants and regulation management, purchase-of-service contracting, networking, public/nonprofit partnerships and other lateral arrangements in the context of the changing public agency. As he steers the reader through various ways of coping with such organizational richness, Agranoff offers a deeper look at public management in an era of shared public program responsibility within governance. Geared toward professionals working with the new bureaucracy and for students who will pursue careers in the public or non-profit sectors, Collaborating to Manage is a student-friendly book that contains many examples of real-world practices, lessons from successful cases, and summaries of key principles for collaborative public management.


**Abstract**

The public manager's most formidable challenges are clearly those related to working outside of the home organization in collaborative settings. The prevalence of networking activity means that the administrator must not only manage within the agency structure but also reach out to involve a host of other governments and nongovernmental organizations because the technical and political demands of today's problems, not to speak of the resources, in large part lie outside the government administrator's agency. To approach solutions to today's problems reasonably, one must extend the boundaries of the agency and thus the governmental jurisdiction, working together with others toward solutions. In this era of public performance, agencies are also expected to achieve results. The problem is that agency performance depends on the engagement and actions of organizations external to the government. How can performance amid government-nongovernment collaboration be promoted and enhanced? This paper
explores these issues, using state and local government-nongovernmental organization collaboration in economic development as a focus. It looks at collaborative management practices and how they may be oriented toward the achievement of results in the public sector.

https://www.jstor.org/stable/20447574


Abstract

This paper offers practical insights for public managers as they work within interorganizational networks. It is based on the author's empirical study of 14 networks involving federal, state, and local government managers working with nongovernmental organizations. The findings suggest that networks are hardly crowding out the role of public agencies; though they are limited in their decision scope, they can add collaborative public value when approaching nettlesome policy and program problems.


Abstract

Managing within Networks analyzes the structure, operations, and achievements of public management networks that are trying to solve intractable problems at the field level. It examines such areas as transportation, economic and rural development, communications systems and data management, water conservation, wastewater management, watershed conservation, and services for persons with developmental disabilities. Robert Agranoff draws a number of innovative conclusions about what these networks do and how they do it from data compiled on fourteen public management networks in Indiana, Iowa, Kentucky, Nebraska, and Ohio. Agranoff identifies four different types of networks based on their purposes and observes the differences between network management and traditional management structures and leadership. He notes how knowledge is managed and value added within intergovernmental networks. This volume is useful for students, scholars, and practitioners of public management.


Abstract

Systematic study and understanding of multiorganizational settings under hollow state conditions has lagged behind the managerial practice of operating in networks, which has become an important element of governance. This article bridges this knowledge gap by exploring the intergovernmental networking component of economic development in 237 cities. The analysis distinguishes three different strategic
types of networks, identifies determinants of the variation in the structure and composition of networks across strategic purposes, and demonstrates that the capacities required for operating in networks are different from that of single organizations. The implications for public management practice and theory lie not simply in the extent to which networks have become a primary organizational setting for designing and executing policy, but in the number and type of networks that exist within the policy making realm of a single city.


Abstract

As the use of networks in public management increases, more and larger questions expand this research arena. In many ways, public network management is in search of a paradigm equivalent to the hierarchical-organizational authority paradigm of bureaucratic management. We raise and offer preliminary answers to seven metaquestions that address the nature of network management tasks, group process in collaboration, flexibility of networks, self-responsibility and public agency accountability, the cohesive factor of networks, power and its effect on group problem resolution, and the results of network management. The light we shed on these issues by examining the black box of networks is designed to contribute to building an empirically derived knowledge base of network management.


Abstract

To assess the effects of a firm's network of relations on innovation, this paper elaborates a theoretical framework that relates three aspects of a firm's ego network--direct ties, indirect ties, and structural holes (disconnections between a firm's partners)--to the firm's subsequent innovation output. It posits that direct and indirect ties both have a positive impact on innovation but that the impact of indirect ties is moderated by the number of a firm's direct ties. Structural holes are proposed to have both positive and negative influences on subsequent innovation. Results from a longitudinal study of firms in the international chemicals industry indicate support for the predictions on direct and indirect ties, but in the interfirm collaboration network, increasing structural holes has a negative effect on innovation. Among the implications for interorganizational network theory is that the optimal structure of interfirm networks depends on the objectives of the network members.

https://journals.sagepub.com/doi/10.2307/2667105


Abstract
In the public management literature, network effects are studied primarily at two levels: (a) the level of the interorganizational network as a whole and (b) the level of individual organizations’ networking behavior. This article combines the two levels within one theoretical framework and derives hypotheses about network effects on organizational performance for each level of analysis. The hypotheses are tested on a data set of five interorganizational networks in Dutch higher education. Within these five intercollege networks, we study graduates’ satisfaction with the educational program offered by 91 colleges for cohorts in the years 2002 to 2005 (n = 18,159). The results show that intercollege networks with clear patterns of coordination have significantly more satisfied graduates than networks of colleges characterized by either highly dense or sparse relations. For individual colleges, the results indicate that colleges’ participation in subnetworks positively affects graduate satisfaction, whereas colleges’ networking activity (the number of relationships with other colleges) does not affect graduate satisfaction.

https://doi.org/10.1177/0275074011425418


Abstract

A resource dependence model is proposed as a conceptual scheme to account for organizational behavior observed under conditions where interorganizational relations are a critical environmental contingency. The model is used to explain the pattern of transactions between 19 local Employment Service offices and 249 social service organizations in New York State. Four aspects of interorganization transaction are taken as problematic: intensity, reciprocity, standardization of interaction, and the degree of perceived cooperation in the relationship. The results support the important role assigned to the manipulation of authority by the resource dependence perspective, and the findings document the minimal role played by domain consensus.

https://www.researchgate.net/publication/303151121_Resource_dependence_and_interorganizational_relations_Relations_between_local_employment_service_office_and_social_services_sectors_organizations


Abstract

“Knowledge Sharing in a Third-Party-Governed Health and Human Services Network” by Kun Huang draws much-needed attention to the crucial role of formal and informal relationships between and among networked service providers in the dissemination and implementation of evidence-based service innovations. Trust is the essential prerequisite for authentic collaboration, which is distinct from compelled or coerced collaboration. Moreover, to maximize information exchange, creative thinking, and innovative solutions, authentic collaboration also requires the participation and input of diverse interests, viewpoints, experiences, motivations, and agendas.


Abstract

Purpose. The aim of this paper is to examine collaboration between the government and philanthropic foundations in the age of new governance. This focuses on analysing the relationship that was formed between PFs and the government in Israel during the development and operation of two joint projects initiated by PFs, which aimed to promote collaboration between the two sectors in the fields of children at risk and the public education system. Design/methodology/approach. Qualitative, thematic content analysis was used to study the relationships that emerged between the PFs and the government. Data were collected from an examination of documented materials and interviews with key participants in the two projects from both parties. Findings. The article presents the interface between government and philanthropic foundations in the age of new governance. Several major factors that shape these relations in collaborative projects emerged from the comparative analysis of the two case studies and are relevant to public sector management: the different perceptions of government and philanthropic foundations that guide the collaborations, the politics of collaboration and the power relations between PFs and government. Research limitations/implications. Further research might examine other examples of collaboration between PFs and government, since the research reported here comprises only two case studies. Originality/value. As collaborations between government and philanthropic foundations are expanding in many countries as part of new-governance structures, the article presents a valuable insight for both academics and practitioners about relationships between these two sectors, and especially collaboration that involves actors from the New Philanthropy.

https://doi.org/10.1108/IJPSM-03-2013-0036


Abstract

Viewing collaboration as an imperative for public managers, scholars are calling for a better understanding of its origins, prevalence, and impact on organizational performance. The objective of this study is to explore the prevalence and the determinants of collaboration pursued in the course of monitoring government contracts. The theoretical framework proposed in this study explores the effect of several categories of collaboration determinants pertaining to government agencies, contractors, contractual relationships, services, and markets. Data were collected using semi-structured interviews administered to 69 state and local contract managers as well as nonprofit and for-profit contractors in five jurisdictions. Qualitative analysis identifies a variety of collaborative strategies used by agencies seeking vendors’ input and by vendors proposing and negotiating performance monitoring arrangements. Regressions analysing the determinants of collaboration suggest that the latter is more often pursued by nonprofit contractors and vendors with a unique expertise and higher resource dependency. Governments with advanced in-house professional capacity and willingness to collaborate are also more likely to rely on the contractors’ input. Meanwhile, high service measurability, long-term relationships, and dynamic markets reduce the likelihood of collaboration. This study suggests that collaborative performance evaluation presents both challenges and opportunities for effective contract implementation. The responsibilities of monitoring officers appear to extend beyond specifying and enforcing performance standards—they require the skills and motivation to empower contractors and to learn from their input and the professional capacity to evaluate their claims.

https://academic.oup.com/jpart/article/19/3/523/940773

Abstract

Scholars have engaged in an ongoing dialogue about the relationships among management, politics, and law in public administration. Collaborative governance presents new challenges to this dynamic. While scholars have made substantial contributions to our understanding of the design and practice of collaborative governance, others suggest that we lack theory for this emerging body of research. Law is often omitted as a variable. Scholarship generally does not explicitly include collaboration as a public value. This article addresses the dialogue on management, politics, and law with regard to collaborative governance. It provides an overview of the current legal framework for collaborative governance in the United States at the federal, state, and local levels of government and identifies gaps. The institutional analysis and development framework provides a body of theory that incorporates rules and law into research design. The article concludes that future research on collaborative governance should incorporate the legal framework as an important variable and collaboration as a public value.

https://doi.org/10.1111/puar.12605


Abstract

On his first full day in office, President Barack Obama signed an Executive Memorandum committing to create ‘an unprecedented level of openness in Government’ and ‘a system of transparency, public participation, and collaboration’ to strengthen democracy, ensure the public trust, and ‘promote efficiency and effectiveness in Government.’ The theory behind this Open Government Initiative (OGI) was threefold: transparency promotes accountability and provides information for the public, participation enhances government effectiveness and the quality of decision making, and collaboration engages Americans in the work of their government. This movement has expanded internationally; there is now an Open Government Partnership among a community of nations. In this context, the chapter discusses the impacts and implications of the Open Government Initiative on collaborative governance and collaborating online.

https://doi.org/10.1057/9781137437495_13


Abstract

Purpose. Over the 30 years, public management and administration scholars have crossed disciplinary boundaries to build a body of scholarship on collaboration for public good, services, and values. The paper aims to discuss these issues. Design/methodology/approach. Public management and administration researchers need to integrate the scholarship on collaboration through systems thinking. How do we define collaboration? How do we distinguish among the categories of collaborative public management (CPM), collaborative governance (CG), and networks? How do systems and institutional context shape
collaboration in these categories? Within these categories, what are our units of analysis: individual leadership, organizations, or groups in collaboration processes? How do we apply what we know to practice and design? Findings. The work requires that the authors examine CPM, CG, and networks in their larger and nested institutional contexts to determine how they are related to and shape each other. The Institutional Analysis and Development framework may inform this work. CPM or networks may be nested in CG processes and structures in inter-governmental contexts. Research limitations/implications. Researchers need more clarity as to the context within which CPM, CG, and networks occur, and in units of analysis and the roles of individual people as managers and as agents of organizations, as distinguished from organizations as constructs. Practical implications. Scholars need to apply research to practice related to designing systems and structures in which collaboration occurs. Social implications. As humankind faces increasingly complex and multifaceted policy problems that cross inter-governmental and international boundaries and require inter-sectoral work, managers and organizations must improve both the design of collaboration in governance and management and mastery of essential skills to participate in collaboration. Originality/value. CPM, CG, and network research does not sufficiently incorporate or control for institutional context into research design.

https://doi.org/10.1108/IJPSM-07-2017-0187


Abstract

How may local government, nested in state government as a creature of state law, effectively engage in collaborative governance? What if it finds itself thwarted by state legislation related to policy solutions that community stakeholders identify through collaborative governance as steps to mitigate climate change? This article examines how state legislation may limit or empower local government to use collaborative governance to address climate change. It uses Institutional Analysis and Development with a particular focus on state law as rules that shape municipal action arenas. Legal scholars term state legislation that limits local government action as state preemption or intrastate preemption. Using a 50-state review of state statutes regarding single use plastic bags, fracking, electricity supply, and broadband, this article identifies patterns of intrastate preemption of municipal government authority to adopt policies or ordinances related to the environment. It identifies patterns in states adopting intrastate preemption related to majority political party in the state legislature and governorship. It concludes intrastate preemption may inhibit collaborative governance and community problem-solving by limiting municipal policy choices. This research illustrates the importance of controlling for state law in research on municipal collaborative governance in policy-making.

https://doi.org/10.1093/ppmgov/gvab007


Abstract

This article focuses on collaborative governance, a strategy used in planning, regulation, policy making, and public management to coordinate, adjudicate, and integrate the goals and interests of multiple stakeholders. It discusses the types of collaborative governance, identifies the factors contributing to collaborative success, and considers collaborative governance as democratic reconstruction. The article
concludes that regulatory negotiation helps stakeholders achieve agreements in complex disputes, and that one of the most important benefits of a collaborative approach to regulation is that it produces higher stakeholder satisfaction and more learning than conventional approaches.


**Abstract**

Global diseases require collaboration at multiple scales – from local to global. This article examines the experience of three international global public health partnerships – UNAIDS, the Stop TB Partnership and the Roll Back Malaria Partnership. These partnerships must be understood as compound collaborations. Such collaboration can often exhibit a marked tension between loose and tight coupling. Strategically designed to be loose or flexible in order to build initial support, loose institutional arrangements can also render these partnerships ineffective. Focal institutions, however, can help to align and facilitate the contributions of different partners operating on different scales.

https://doi.org/10.1332/030557315X14357434864543


**Abstract**

Recent calls to expand the agenda of public sector innovation have emphasized the potential for collaborative governance to serve as a key component of this agenda. The mechanisms that link collaborative governance to innovation, however, have not yet been fully or clearly stated. In this chapter, the author argues that creative problem-solving is a key mechanism linking collaboration and innovation. Attention to problems, in general, builds on the finding that public sector innovation is often problem-driven and illuminates the concrete matrix of incentives and constraints faced by collaborating stakeholders. Attention to problem-solving takes us inside the process of innovation and highlights the importance of common problem frames. Attention to the creative dimension of problem-solving orients us to the forward-looking, improvisational and transformative nature of successful collaborative innovation as it strives to generate unique or novel services, programs or collective agreements in the face of political and institutional constraints.

https://books.google.com/books?hl=en&lr=&id=8R2nDAAAQBAJ&oi=fnd&pg=PA35&dq=Collaborative+governance+as+creative+problem-solving&ots=7FFlCyYngs&sig=3rwO0bR1P7C2ZP3BQXXKWhslegpA#v=onepage&q=Collaborative%20governance%20as%20creative%20problem-solving&f=false


**Abstract**
Who should be included in collaborative governance and how they should be included is an important topic, though the dynamics of inclusion are not yet well understood. We propose a conceptual model to shape the empirical analysis of what contributes to inclusion in collaborative processes. We propose that incentives, mutual interdependence and trust are important preconditions of inclusion, but that active inclusion management also matters a great deal. We also hypothesize that inclusion is strategic, with ‘selective activation’ of participants depending on functional and pragmatic choices. Drawing on cases from the Collaborative Governance Case Databank, we used a mixed method approach to analyse our model. We found support for the model, and particularly for the central importance of active inclusion management.

https://doi.org/10.1080/14494035.2020.1785726


Abstract

Over the past few decades, a new form of governance has emerged to replace adversarial and managerial modes of policy making and implementation. Collaborative governance, as it has come to be known, brings public and private stakeholders together in collective forums with public agencies to engage in consensus-oriented decision making. In this article, we conduct a meta-analytical study of the existing literature on collaborative governance with the goal of elaborating a contingency model of collaborative governance. After reviewing 137 cases of collaborative governance across a range of policy sectors, we identify critical variables that will influence whether or not this mode of governance will produce successful collaboration. These variables include the prior history of conflict or cooperation, the incentives for stakeholders to participate, power and resources imbalances, leadership, and institutional design. We also identify a series of factors that are crucial within the collaborative process itself. These factors include face-to-face dialogue, trust building, and the development of commitment and shared understanding. We found that a virtuous cycle of collaboration tends to develop when collaborative forums focus on "small wins" that deepen trust, commitment, and shared understanding. The article concludes with a discussion of the implications of our contingency model for practitioners and for future research on collaborative governance.

https://academic.oup.com/jpart/article/18/4/543/1090370


Abstract

Leadership is widely recognized as an important ingredient in successful collaboration. Collaborative leaders typically play a facilitative role, encouraging and enabling stakeholders to work together effectively. Building on the existing literature on collaborative governance and interviews with leaders of U.S. Workforce Investment Boards, we identify three facilitative roles for collaborative leaders. Stewards facilitate collaboration by helping to convene collaboration and maintain its integrity. Mediators facilitate collaboration by managing conflict and arbitrating exchange between stakeholders. Catalysts facilitate collaboration by helping to identify and realize value-creating opportunities. Although collaborative leaders are called upon to play multiple roles, the salience of these roles may vary with the circumstances and goals of collaboration. In situations of high conflict and low trust, for example, collaborative leaders may be called upon to emphasize steward and mediator roles. In situations where creative problem-
solving is the primary goal, the catalyst role may become much more central. Distinguishing these three collaborative leadership roles is an important step toward building a contingency model of collaborative leadership.

http://search.proquest.com/docview/1362242533/?pq-origsite=primo


**Abstract**

Collaborative governance is increasingly viewed as a proactive policy instrument, one in which the strategy of collaboration can be deployed on a larger scale and extended from one local context to another. This article suggests that the concept of collaborative platforms provides useful insights into this strategy of treating collaborative governance as a generic policy instrument. Building on an organization-theoretic approach, collaborative platforms are defined as organizations or programs with dedicated competences and resources for facilitating the creation, adaptation and success of multiple or ongoing collaborative projects or networks. Working between the theoretical literature on platforms and empirical cases of collaborative platforms, the article finds that strategic intermediation and design rules are important for encouraging the positive feedback effects that help collaborative platforms adapt and succeed. Collaborative platforms often promote the scaling-up of collaborative governance by creating modular collaborative units—a strategy of collaborative franchising.

https://doi.org/10.1093/jopart/mux030


**Abstract**

While innovation has long been a major topic of research and scholarly interest for the private sector, it is still an emerging theme in the field of public management. While ‘results-oriented’ public management may be here to stay, scholars and practitioners are now shifting their attention to the process of management and to how the public sector can create ‘value’. One of the urgent needs addressed by this book is a better specification of the institutional and political requirements for sustaining a robust vision of public innovation, through the key dimensions of collaboration, creative problem-solving, and design. This book brings together empirical studies drawn from Europe, the USA and the antipodes to show how these dimensions are important features of public sector innovation in many Western democracies with different conditions and traditions. This volume provides insights for practitioners who are interested in developing an innovation strategy for their city, agency, or administration and will be essential reading for scholars, practitioners and students in the field of public policy and public administration.


**Abstract**
Scale is an overlooked issue in the research on interactive governance. This book takes up the important task of investigating the scalar dimensions of collaborative governance in networks, partnerships, and other interactive arenas and explores the challenges of operating at a single scale, across or at multiple scales and of moving between scales. First published as a special issue of Policy & Politics, the volume explores the role of scale and scaling in a wide range of policy areas, including employment policy, water management, transportation planning, public health, university governance, artistic markets, child welfare and humanitarian relief. Cases are drawn from Asia, Australia, Europe, and North and South America and span all levels from local to global. Together, the theoretical framework and the empirical case studies sensitize us to the tensions that arise between scales of governance and to the challenges of shifting from one scale of governance to another.

https://books.google.com/books?hl=en&lr=&id=PABpDwAAQBAJ&oi=fnd&pg=PR1&dq=how+does+collaborative+governance+scale&ots=sp-4zhHzGt&sig=Tzp49jooSE4iX6HLyXS80-nNPPg#v=onepage&q=how%20does%20collaborative%20governance%20scale&f=false


Abstract

We offer a fresh perspective on implementation problems by suggesting that collaborative policy design and adaptive policy implementation will help public policy makers to improve policy execution. Classical implementation theories have focused too narrowly on administrative stumbling blocks and New Public Management has reinforced the split between politics and administration. Attempts to improve policy implementation must begin by looking at policy design, which can be improved through collaboration and deliberation between upstream and downstream actors. We provide a broad overview of how collaborative policymaking and adaptive policy implementation might work in theory and practice.

https://doi.org/10.1332/030557317X14972799760260


Abstract

By conceptualizing the rise of the hybrid domain as an emerging institutional form that overlaps public and private interests, this book explores how corporations, states, and civil society organizations develop common agendas, despite the differences in their primary objectives. Using evidence from India, it examines various cases of social innovation in education, energy, health, and finance, which offer solutions for some of the most pressing social challenges of the twenty-first century.


Abstract
Mass atrocities constitute a “wicked” problem that warrants greater attention from public administration scholars. The role bureaucrats have in committing or contributing to mass atrocities is well documented, yet bureaucrats also have the potential to play crucial roles in stopping current, preventing future, and responding to past atrocities. Despite the central role of public administrators in mass atrocities and prevention, public administration scholarship is largely silent on such topics, effectively ceding this problem to other disciplines and professions. Using three pressing challenges facing atrocity prevention practitioners and scholars as examples, this article illustrates how public administration theories and public administrators in practice can contribute to prevention by focusing their attention on upstream (before conflict) stages. The overarching goal is to frame atrocity prevention in terms that will resonate with public administration scholars while also providing a roadmap for the field’s engagement with these issues.

https://doi.org/10.1111/puar.13296


Abstract

In this article, we suggest that one of the unexplored paths toward collaboration between firms and civil society organizations starts with confrontation or potential conflict, and that the transition toward collaboration can be further understood if one focuses on triadic relationships rather than dyadic ones. We analyze the presence of third parties and their different roles to explain how collaboration is facilitated. The article aims at bringing together the bodies of research on business–civil society confrontation and on business–civil society collaboration. It offers a comparative analysis of four case studies, and proposes a typology of third parties composed of facilitating allies, participating allies, mediators, and solution seekers. We conclude with some implications for further research as well as for practice.


Abstract

The paper draws on transaction cost and relational exchange theories to develop a model of the determinants of coordination costs in a collaborative contractual alliance. While some empirical research has examined certain dimensions of alliance performance, almost no studies have attempted to evaluate alliance performance by directly examining exchange costs. Data examining 393 original equipment manufacturer (OEM) supplier relationships that are governed by relational contracts found support for both the transaction cost and relational exchange perspectives. Asset specificity and environmental uncertainty directly increase coordination costs and, by altering the behavioral orientation of the alliance, relational norms lowered exchange costs.


**Abstract**

This article discusses the various challenges that public organizations face resulting from collaboration with different types of actors. Building on studies from the public and private sector, the characteristics of collaboration between citizens and public organizations are discussed and measures to address these characteristics are proposed. Based on these findings, different dimensions of an organizational citizen-centered collaborative capacity are identified. The result of this study is a conceptualization of such a collaborative capacity, which includes the dimensions of structuring, motivating, applying, and assessing. It is further argued that the ability to motivate external participants is especially important for citizen-centered collaborative capacity.

https://doi.org/10.1080/01900692.2016.1263657


**Abstract**

Public professionals are increasingly involved in collaborative relationships with citizens to design, implement and evaluate public services. We investigate how actors derive a specific social identity from the institutional logic of cross-sectoral collaboration and how this social identity translates into the self-identities of professionals. Based on an analysis of 44 semi-structured interviews in Germany, we examine how public professionals combine the different social identities in collaborative projects and extract three varieties of professionalism: the protective professional, the tripartite professional and the collaboration professional. Our study contributes to recent discussions on hybrid identities and identity conflicts in public management. The findings raise questions on the compatibility of different social identities in collaborative settings and thus shed light on the difficulties public professionals face in citizen collaboration.

https://doi.org/10.1111/padm.12589


**Abstract**

Privatization and contracting activity has expanded rapidly at the state level throughout the 1990s. Yet surprisingly, state experiences with privatization have received far less attention from scholars than have federal and local government efforts. Especially lacking have been attempts to develop grounded understandings that can assist in guiding the work of state managers as they move more and more deeply into the privatization arena. This article analyzes original data provided by state government respondents, as well as government reports and research, to appraise the state of state privatization efforts and to construct a series of lessons regarding how state management of privatization and contracting processes might be improved.

http://www.jstor.org/stable/info/3380929

Abstract

In this timely and insightful book, James E. Austin provides a practical framework for understanding how traditional philanthropic relationships can be transformed into powerful strategic alliances. He offers advice and lessons drawn from the experiences of numerous collaborations, including Timberland and City Year; Starbucks and CARE; Georgia-Pacific and The Nature Conservancy; MCI WorldCom and The National Geographic Society; Reebok and Amnesty International; and Hewlett-Packard and the National Science Resource Center. Readers will learn how to: find and connect with high-potential partners; ensure strategic fit with the partner's mission and values; generate greater value for each partner and society; manage the partnering relationship effectively.

https://www.amazon.com/Collaboration-Challenge-Nonprofits-Businesses-Strategic/dp/0787952206


Abstract

The aim of this article is to explore the opportunities and challenges of employing ‘soft’ metagovernance to promote public value in governance networks. Soft metagovernance can be defined as a form of relational leadership that is exercised through face-to-face contact. This involves making an emotional connection with people to exert influence through a collaborative endeavor, rather than employing bureaucratic authority. Drawing on a case study of a local social enterprise—The Bristol Pound—in the UK, this article examines how soft metagovernance can be used by non-state actors as a form of leadership to create public value. Evidence reveals that relational forms of leadership are a powerful asset in helping leaders of networks to create public value. Moreover, if network leaders understand how soft metagovernance functions they can use it more purposefully to maximize public value creation and mitigate the risks of public value destruction in governance networks.

https://doi.org/10.1111/padm.12555


Abstract

This article provides an empirically grounded critique of ‘Participatory-Deliberative Public Administration’, based on an in-depth study of three participatory fora in South Africa: the National Economic Development and Labor Council, the Child Labor Inter-sectoral Group and the South African National AIDS Council. Drawing freely on Habermas’ Between Facts and Norms, the article argues that coordination through deliberation is unlikely to occur in formal settings, where discourses are mostly about the accommodation of existing interests, and is more likely to be found in the informal public sphere, where the preferences of citizens are still malleable and where it is possible for civil society groups to build communicative power by articulating moral arguments that motivate and mobilize the public. This form of power can then be used by civil society groups to counterbalance other forms of (non-communicative) power that impinge on the formal decision-making sphere.

https://academic.oup.com/ser/article-abstract/7/2/245/1632522?redirectedFrom=fulltext

Abstract

Strategic alliances range from short-term cooperative projects, through long-term partnerships and joint ventures, to transactions that permanently restructure firm boundaries and asset ownership. The economics literature lacks a framework for analyzing this plethora of governance structures. In this paper, we draw on detailed discussions with practitioners to present a rich model of feasible governance structures. Our model focuses on three issues emphasized by practitioners: spillover effects (as opposed to specific investment or hold-up), contracting problems ex post (as opposed to only ex ante), and relational contracts (as opposed to spot transactions). Using this model, we first identify the managerial challenges presented by each governance structure and then analyze which governance structure is efficient in which environments.


Abstract

Developmental dynamics are everywhere, from legislative coalition formation to the evolution of interorganizational cooperation to intraorganizational renewal. It is extremely hard to analyze such developmental processes. They are usually composed of multiple and interacting subprocesses; they are recursive; they are subject to external shocks; and the ability of participating actors to anticipate and then forestall their complete unfolding is highly confounding. This article explains what "success" would mean in understanding such processes, sketches some substantive hypotheses about how they work in the field of interorganizational cooperation, and proposes computer simulation as a method for probing more deeply.

https://www.jstor.org/stable/3525688


Abstract

This paper studies multilevel networks, in which municipalities collaborate with higher tiers of government (upward collaboration), with peers (outward) and with local stakeholders (inward) to discover innovative ways to create public value. A set of hypotheses was developed on the effects of three forms of collaboration (i.e. inward, outward and upward) on two types of innovation (i.e. exploitative and explorative innovation). A range of network and municipality characteristics was also considered. The model was tested by capturing the perceptions of 656 municipal representatives. The research findings provide evidence of complex links between forms of collaboration and types of innovation.

https://doi.org/10.1080/14719037.2018.1500630

**Abstract**

While several different theories have been proposed to explain why organizations participate in networks, there is no consensus on which motivations are most important. The aim of this research is to better understand attitudes of participants towards the networks of which they are members. We propose and test a model in the context of pro-environmental, collaborative governance networks. The model is based on three theories (i.e., Resource Dependence, Social Exchange, and Social Identity theories), which are represented by three variables (i.e., network resources, image enhancement and identification, respectively). As expected, the three variables are shown to have explanatory capacity, and interestingly, their co-presence generates synergistic effects. When comparing the relative explanatory power of these variables we find that Social Identity Theory, represented by identification, has the strongest influence on participation attitude in the form of an increasing returns effect. When network participants identify with their pro-environmental networks, a powerful motivational mechanism emerges: participants merge their own personal identity with the identity of the network, and their self-esteem is affected by the achievements of the network. Identification goes a long way in explaining participation attitudes, and deserves a major role in collaborative governance and collective action research.

https://doi.org/10.1016/j.jenvman.2019.03.103


**Abstract**

The success of collaborative networks relies on interactions between participants, which involve costs and are uncommon. We argue that participation in interactions is explained by participation attitudes, which, in turn, stem from motivations; and we propose a model that links a wide range of motivations and attitudes. It was tested with a survey that involved 120 public managers who participated in a pro-sustainability network of municipalities in Zaragoza. While the links between motivations and attitudes are complex, it was found that organizational-level internal motivations and managers’ identification with the network are more powerful than external rewards for preventing free-rider behaviours.

https://doi.org/10.1080/14719037.2019.1708440


**Abstract**

Bibliometry is an important tool to analyze the development of academic studies in the international field. In the present study, 204 articles were analyzed, on which quantitative and qualitative methods were used. For data collection, the web of science database was used, based on the selection of “collaborative governance” topics as the search word. As main results, the study demonstrated that dialogue and leadership are essential to create and maintain a model of long-term collaborative governance. The
collaborative governance climate is full of negotiations aimed at achieving an interlinked understanding for new opportunities and learning that can become innovations.

https://doi.org/10.1007/s11115-020-00503-3


**Abstract**

Many scholars have considered when and why collaboration between government agencies and societal actors occurs. This article argues that a simple but largely overlooked answer to these questions is that a formal legal or administrative requirement to do so is in place. Therefore, the objective is to substantiate whether there are legal requirements to collaborate and in what type of source and context this obligation applies in ten European countries. The main finding is that collaboration is underpinned by an extensive range of legal requirements in Europe, although imposing these requirements is generally not the main objective.

https://doi.org/10.1080/01900692.2019.1658771


**Abstract**

In this paper the authors model contract incompleteness “from the ground up,” as arising endogenously from the costs of describing the environment and the parties' behavior. Optimal contracts may exhibit two forms of incompleteness: discretion, meaning that the contract does not specify the parties' behavior with sufficient detail; and rigidity, meaning that the parties' obligations are not sufficiently contingent on the external state. The model sheds light on the determinants of rigidity and discretion in contracts, and yields rich predictions regarding the impact of changes in the exogenous parameters on the degree and form of contract incompleteness.

https://www.aeaweb.org/articles?id=10.1257/000282820260344470


**Abstract**

This research examines collaboration formality as a function of institutional characteristics of organizations as well as personal characteristics of their leaders, in a non-Western context. Using a dataset of local governments and non-profits in Lebanon, we find organizations characterized by resource insufficiency and large staff size, and whose leaders have experience in the other sector to be motivated to use formal arrangements in cross-sectoral collaboration; those with female leaders opt for informal arrangements. A variety of characteristics of both institutions and their leaders affect formality of collaboration arrangements used by local governments and non-profits; yet, these effects exhibit cross-sector heterogeneity.

**Abstract**

In an inductive case study of the Columbia space shuttle disaster response effort, we use observations, archival records, and in-depth interviews with representatives from several responding agencies to explore factors that facilitated this interorganizational collaboration. The Columbia response effort defies conventional theories of collaboration. Relative strangers from dissimilar agencies, without a designated leader or existing structure, quickly collaborated across organizational boundaries on an unprecedented and complex undertaking. We explain how four organizing actions enabled self-organizing and the two-staged development of trust and identity, ultimately leading to a successful unplanned collaboration. We rely on tenets of complexity theory to orient our case study and to propose a grounded theory of temporary, emergent interorganizational collaboration.


**Abstract**

This study explores in depth the theoretical and practical foundations of privatization. The argument is that decision makers at the state and local levels have largely disregarded in the 1990s the issues of propriety and legitimacy that were so prevalent in the 1980s, and by so doing, have laid the basis for privatization to expand. The strengths and weaknesses of the various organizational types are examined; and based on this examination, the study outlines the elements of a comprehensive privatization strategy. It also offers a rational typology for public-private partnerships based on function, risk, financial return to the partners, and different outcome objectives. Last, the perspective shifts to policy issues related to privatization, an empirical analysis of differentials in salaries and benefits paid to employees of public and private organizations, and concludes that privatization has had a negative impact upon compensatory equity in the US.


**Abstract**

This article examines the interrelation among financial returns, financial risk, and roles of the partners in public-private partnerships formed to provide local and state government functions. A balanced model of structuring public-private partnerships for purposes of comparison and discussion is offered. Then, selected functional categories of government (e.g., health and human services) are examined to determine the following for each category: (a) the social outcome objective of this functional category, (b) the
The term collaboration has been used throughout a variety of research disciplines to describe multiple types of interaction; yet, a unified, comprehensive definition of the construct remains elusive. This lack of clarity regarding the distinctions and commonalities between collaboration and other interaction concepts has resulted in conceptual confusion that affects practice and research in human resource management. Practitioners see collaboration as more of a buzzword than as an effective human resource strategy. Previous theory development efforts have not yet taken a comprehensive multidisciplinary approach. This has resulted in failure to integrate key themes across disciplines into an overall view of collaboration, which is a commonplace practice in business and military sectors alike. This paper describes a multidisciplinary conceptualization of collaboration and discusses the implications of this integrative theory to human resource management and strategy development as well as future research efforts.

Abstract

Environmental governance challenges often span geographic and sectoral boundaries, requiring collaboration between diverse stakeholders and multilateral decision making. To facilitate such efforts, policymakers and public managers create and support platforms that provide a structured framework for
promoting collaborative governance. As the collaborative platform model is often centrally initiated – e.g., when state or national actors create a system of local collaborative resource management platforms – cross-case comparison is particularly important for understanding how a common design leads to variance in procedures and outputs in local contexts. Many collaborative platforms leave a “paper trail” of documents such as meeting records and plans. This analysis compares 10 identically designed and simultaneously initiated regional water planning platforms in the State of Georgia. Drawing on 106 meeting reports, we apply topic modeling to these meeting documents to generate replicable and scalable measures of how participant actions and interest representation unfold over time. Specifically, we measure topical focus on water planning issues over time, and compare these process-phase measures between councils and against the content of the resulting plan developed by each planning council. While existing literature has focused on how institutional design features such as representation and decision-rules shape procedural outcomes and outputs, we observe considerable variation in procedural behavior and plan outputs despite the fact that all 10 platforms share a common design. The consulting firm selected to direct each local platform is shown to be associated with both the topical focus of each regions’ planning discussion and the BMPs selected in regional plans. This comports with recent evidence pointing to the important – and largely overlooked – role that technical consultants play in environmental governance and regulatory processes.

https://doi.org/10.1016/j.envsci.2020.04.015


Abstract

The paper offers a framework to explain large scale effective practices of sharing private, excludable goods. It starts with case studies of distributed computing and carpooling as motivating problems. It then suggests a definition for —shareable goods— as goods that are lumpy and mid-grained in size, and explains why goods with these characteristics will have systematic overcapacity relative to the requirements of their owners. The paper then uses comparative transaction costs analysis, focused on information characteristics in particular, combined with an analysis of diversity of motivations, to suggest when social sharing will be better than secondary markets to reallocate this overcapacity to non-owners who require the functionality. The paper concludes with broader observations about the role of sharing as a modality of economic production as compared to markets and hierarchies (whether states or firms), with a particular emphasis on sharing practices among individuals who are strangers or weakly related, its relationship to technological change, and some implications for contemporary policy choices regarding wireless regulation, intellectual property, and communications network design.

http://www.benkler.org/SharingNicely.html


Abstract

Our case studies thus far have emphasized the power of collaborative processes in which knowledge is developed, shared, and used to inform regional decision-making and governance processes. In our planning-influenced cases in chapter 4, we stressed how planners could drive long-range regional visioning that helps diverse constituencies recognize a common metropolitan destiny. In our regional-stewardship cases in chapter 5, we emphasized the important role of elite-driven leadership networks even
as we acknowledged the limitations of such networks in addressing equity-related challenges. In all these cases, there were conflicting values and interests—but the level of open conflict between various interest.

http://www.jstor.org/stable/10.1525/j.ctt1ffjnd4.9


Abstract

The purpose of this article is to lay a foundation for a better understanding of the nature of local government collaboration, the rationale for and pros and cons of entering into them, the considerations and issues that accompany these kinds of arrangements, and their prospects for success. Taking a closer look at local governments collaborative is particularly timely and relevant, given the lingering anguish associated with the great recession and the prospect for local governments having to adapt to the exigencies and challenges of providing services in what many in academia and government are projecting to be the new normal. While the five articles that follow will address many of the topics highlighted previously and hopefully provide more informed answers than lingering questions, additional, follow-up research and the development of best case scenarios will be both welcomed and warranted.

http://www.jstor.org/stable/24639174


Abstract

Public management and policy scholars have empirically demonstrated that in complex policy arenas, governments depend on the collaboration of policy actors outside their direct control to produce needed goods and services. Government-sponsored shared-cost programs are one of the premier mechanisms to foster such cooperation, yet little is known about the inner patterns of participation in such programs and whether they are conditional on specific resource needs that partners may have. In this article, I study the participation of organizations in projects seeking funds from the Cooperative Funding Initiative, a program sponsored by the Southwest Florida Water Management District that finances projects dealing with the management of water resources. Through the estimation of a series of Exponential Random Graph Models in the networks that form when organizations participate in projects (two-mode networks), I show that centralization around popular organizations results in greater bridging network capital, which facilitates the flow of nonoverlapping information from project to project. I analyze the implications of these findings and discuss how the formation of these bridging structures may enhance the capacity of the program to find innovative solutions to the problems the projects are designed to deal with. Adapted from the source document.


Abstract
We review the literature examining collaborative governance processes from a network perspective and evaluate the extent to which it tackles important conceptual and methodological challenges. In particular, we assess whether scholars clearly identify the boundaries of the network, define nodes and the nature of ties, and examine how they deal with missing data, account for tie strength, take tie multiplexity into account, and study networks over time. We discuss the implications of our findings for the collaborative governance literature and ways to address the shortcomings in existing research.

https://doi.org/10.1177/0275074020927792


Abstract

Collaboration is commonly used to deliver public services that reach beyond the individual capacities of independent organizations. Although much of the literature in the fields of collaborative governance has offered theoretical insights to explain how stakeholders might initially enter into collaborative processes or how the design of collaborative processes can support continued stakeholder participation over time, the literature has not effectively studied what factors might drive actors to engage one another in a particular conversation or discussion during a collaborative process, nor what factors affect whether engagement is cooperative or conflictual. We fill this gap through a more “micro-level” view of collaborative engagement in a study of the South Florida Ecosystem Restoration Task Force, a collaborative arrangement involving representatives from 14 federal, tribal, state, and local agencies, charged with advising and coordinating the efforts in South Florida to restore and recover the Florida Everglades. We use data from coded meeting minutes of discussions among the participants in the South Florida Ecosystem Restoration Program Task Force over a 5-year time frame and demonstrate that the types of issues under discussion and the actors involved in discussion can either foster or inhibit engagement and conflict during dialogue. Our results have important implications for the development of a stronger theory of collaborative engagement in interorganizational partnerships.

http://www.jstor.org/stable/24484834


Abstract

Sustainability issues cannot be separated from their social and biophysical context, and collaborative governance responses to interdependent sustainability issues are inherently complex. Governance gaps emerge when responsible actors fail to recognize how multiple issues and actors are interlinked. Closing governance gaps is particularly challenging for sustainability issues that intersect several sectors of society, such as livelihoods, agriculture and biodiversity conservation. This study introduces a new quantitative empirical approach that conceptualizes how governance gaps emerge at the intersection of two networks that are usually studied separately: an actor network and a network of interdependent sustainability issues. We differentiate between (1) integrative gaps that arise when interdependent issues are managed in separation without recognizing their interdependencies, versus (2) collaborative gaps that arise when actors working on common issues do not collaborate. Using data on 60 actors and 38
sustainability issues in southwest Ethiopia, we found comprehensive collaboration networks around, for example, agricultural production and land-use issues, but large collaborative gaps for forest and wildlife issues. While actors actively managed interdependencies around national high-priority issues such as coffee export and family planning, integrative gaps were common for low-profile issues such as access provision of finance, transportation, schools, food and crop markets. In general, smaller specialized actors had a stronger tendency than larger generalist actors to focus their management capacity towards the closing of governance gaps. Surprisingly, greater system complexity did not per se cause governance gaps, except when system interactions were cross-sectoral. Furthermore, our data suggested that integrative system management and collaboration reinforced each other. In conclusion, our network framework advances how governance gaps can be understood and prioritized in different empirical contexts. It enables a theoretically informed empirical identification of the specific sustainability issues for which targeted structural changes are most likely to facilitate improved sustainability outcomes.

https://doi.org/10.1016/j.envsci.2018.10.007


**Abstract**

Why are observed contracts so often incomplete in the sense that they leave contracting parties’ obligations vague or unspecified? Traditional answers to this question invoke transaction costs or bounded rationality. In contrast, the authors argue that such incompleteness is often an essential feature of a well-designed contract. Specifically, once some aspects of performance are unverifiable, it is often optimal to leave other verifiable aspects of performance unspecified. The authors explore the conditions under which this occurs, and investigate the structure of optimal contracts when these conditions are satisfied.


**Abstract**

Many policy problems require governmental leaders to forge vast networks beyond their own hierarchical institutions. This essay explores the challenges of implementation in a networked institutional setting and incentives to induce coordination between agencies and promote quality implementation. It describes the national evaluation of the Assuring Better Child Health and Development program, a state-based program intended to increase and enhance the delivery of child development services for low-income children through the health care sector, using Medicaid as its primary vehicle. Using qualitative evaluation methods, the authors found that all states implemented programs that addressed their stated goals and made changes in Medicaid policies, regulations, or reimbursement mechanisms. The program catalyzed interagency cooperation and coordination. The authors conclude that even a modest level of external support and technical assistance can stimulate significant programmatic change and interorganizational linkages within public agencies to enhance provision of child development services.


**Abstract**

The study of intersectoral (across the three sectors) and intergovernmental (across the levels of government) management has become more explicit as our knowledge of networks and governance increases. We present a mini-symposium on these issues beginning with this article, which presents an overview of the origins of intersectoral management, summarizes contributions from the symposium articles, and develops topics concerning intersectoral management that could benefit from further exploration, including distributive and redistributive consequences and the role of the state; transparency in public service and policy formation; theories about the sectors; and public service practice and curriculum.


**Abstract**

Although Congress often uses grants and other fiscal incentives when delegating policy to the states, it also incorporates nonfiscal arrangements, or joint partnerships, into legislation. These partnerships include joint state-federal oversight boards, intergovernmental task forces, as well as other nondistributive programs and services. We examine the conditions under which Congress chooses to increase joint partnerships in a formal model of intergovernmental delegation and test the implications of the model on federal laws from 1973 to 2010. We argue with evidence that Congress may rely on collaborative nonfiscal partnerships with states and localities when technical uncertainty increases but is less likely to do so when political uncertainty rises. Our theory extends existing models of delegation to provide an important step toward a broader theory of legislatively designed collaborative governance.

[https://doi.org/10.1086/700724](https://doi.org/10.1086/700724)


**Abstract**

This volume constitutes a first approximation for the use of systems approaches and dynamic performance management as tools for collaborative governance. The chapters examine models and simulations used in some specific systems approaches, which contribute to facilitating problem focus and collective understanding of collaborative governance, especially in the area of performance management. The explicit connection between resources and outcomes promoted by this view helps managers to understand better how to improve policy and to create positive outcomes that create public value.


**Abstract**

This paper introduces the reader to a special issue focused on Collaborative Governance implementation. The purpose of this symposium is to advance our understanding of the cross-cutting and complex issues of collaborative governance implementation, which include: (a) supporting the collaborative process through innovative models and methods for enhancing a shared understanding of community problems and outcomes, (b) fostering the interplay between service policy and service delivery, and (c) combining a public service view with an institutional and interinstitutional view.

[https://doi.org/10.1080/14719037.2021.1878777](https://doi.org/10.1080/14719037.2021.1878777)


**Abstract**

Collaborative governance critics continually call for evidence to support its prevalent use. As is often the case in environmental policy, environmental outcomes occur at a rate incompatible with political agendas. In addition, a multitude of possibly confounding variables makes it difficult to correlate collaborative governance processes with environmental outcomes. The findings of this study offer empirical evidence that collaborative processes have a measurable, beneficial effect on environmental outcomes. Through the use of a unique paired-waterbody design, our dataset reduced the potential for confounding variables to impact our environmental outcome measurements. The results of a path analysis indicate that the output of setting specific pollutant reduction goals is significantly related to watershed partnerships' level of attainment of their environmental improvement goals. The action of setting specific goals (e.g. percentage of load reductions in pollutant levels) is fostered by sustained participation from partnership members throughout the lifecycle of the collaborative. In addition, this study demonstrates the utility of logic modeling for environmental planning and management, and suggests that the process of setting specific pollutant reduction goals is a useful proxy measure for reporting progress towards improvements in environmental outcomes when long-term environmental data are not available.


**Abstract**

This chapter discusses how collaboration and conflict both exist in governance. Using the example of environmental policy, the author examines how conflict and collaboration frameworks seemingly contradict one another in public management scholarship. The article then argues and either-or is not necessary, and presents “paradoxical thinking” as a way to consider how conflict and collaboration both impact governance.

Abstract

This chapter gives an overview of concepts of collaborative governance in the policy process. The author examines the differences between governance and government, discusses participatory and collaborative governance, and explores conflict resolution. Finally, this article sets a vision for the future of collaborative governance research.


Abstract

Leaders in public affairs identify tools and instruments for the new governance through networks of public, private, and nonprofit organizations. We argue the new governance also involves people—the tool makers and tool users—and the processes through which they participate in the work of government. Practitioners are using new quasi-legislative and quasi-judicial governance processes, including deliberative democracy, e-democracy, public conversations, participatory budgeting, citizen juries, study circles, collaborative policy making, and alternative dispute resolution, to permit citizens and stakeholders to actively participate in the work of government. We assess the existing legal infrastructure authorizing public managers to use new governance processes and discuss a selection of quasi-legislative and quasi-judicial new governance processes in international, federal, state, and local public institutions. We conclude that public administration needs to address these processes in teaching and research to help the public sector develop and use informed best practices.


Abstract

Lisa Blomgren Bingham and Rosemary O'Leary employ an intriguing scholarly lens to analyze gaps in current collaborative management research based on the findings of scholarly papers presented during the Symposium on Collaborative Management. While pointing out the tremendous intellectual progress that is apparent in the investigations of this seminal topic, the authors conclude that there is a missing synthesis between work on collaborative public management, civic engagement, and public participation and work on negotiation, conflict resolution, dispute system design, and consensus building. The authors challenge the field to end the practice of intellectual “parallel play.”

Abstract

Federalist No. 51 is another of the most recognizable and important of the Federalist Papers, famously arguing that one first must enable government to control the governed, and then oblige it to control itself. The authors suggest that part of this obligation involves effective collaboration within a system of separate powers. They then ask how this “collaboration imperative” can be exercised in today’s contentious political environment.


Abstract

The world of public management is changing dramatically, fueled by technological innovations such as the Internet, globalism that permits us to outsource functions anywhere in the world, new ideas from network theory, and more. Public managers no longer are unitary leaders of unitary organizations - instead, they often find themselves convening, negotiating, mediating, and collaborating across borders. "Big Ideas in Collaborative Public Management" brings together a rich variety of big picture perspectives on collaborative public management. The chapters are all original and written by distinguished experts. Designed for practical application, they range from examinations of under what conditions collaborative public management occurs to what it means to be a collaborative leader. The contributors address tough issues such as legitimacy building in networks, and discuss ways to engage citizens in collaboration. They examine the design of collaborative networks and the outcomes of collaboration. Detailed introductory and concluding chapters by the editors summarize and critique the chapters, and frame them as a reflection of the state of collaborative public management today.


Abstract

With the widespread use of collaborative governance mechanisms for mitigating water pollution, an opportunity exists to test alternative institutional designs based on collaborative governance theory using computer simulation models, particularly when there is a clear relationship between governance networks, observable resource allocation decisions, and measurable outcomes. This is especially the case for wicked problems like nonpoint source water pollution where there are compelling questions regarding how best to design policies, allocate funds, and build administrative capacity to meet water quality standards. We present an agent-based model (ABM) of water governance for the Lake Champlain Basin to simulate the impacts of alternative collaborative governance arrangements on the development of suites of water
quality projects. The ABM is connected or coupled with land use and phosphorus load accumulation models that are informed by existing hydrologic models, project datasets, and state-set load reduction targets. We find that regionally arranged collaborative governance in water quality project planning and implementation can lead to better water quality outcomes, thereby affirming one of the central premises of collaborative governance regime theory. We also find that externally mandated collaboration, as opposed to voluntary, self-initiated collaboration, can lead to better water quality outcomes, adding to our understanding of which type of collaborative governance arrangement is best suited to the specific contexts of this case. Further, without adequate administrative capacity in the form of human resources located in central network actors to manage project funds, “administrative bottlenecks” may form and money can go unspent. This research demonstrates the efficacy of using simulations of alternative institutional design for theory testing and tuning, and policy prototyping.

https://doi.org/10.1093/jopart/muaa013


Abstract

Local government administrators have embraced intergovernmental collaboration as a viable alternative in the delivery of public programs for many years, characterizing an increasing emphasis on interlocal cooperation as a response to common problems and situational needs. In the process of collaboration, local governments often use a combination of linking mechanisms, ranging in degrees of formality and specificity. This study longitudinally examines the administrative networks and mutual organizations that comprise the collaborative mechanisms of municipalities in the state of Nebraska. The findings suggest that, over time, the nature and use of interlocal cooperation mechanisms have shifted toward the more informal and general varieties.

http://www.jstor.org/stable/24639178


Abstract

Many organizations have benefited greatly from an informal structuring process, whereby individuals voluntarily cross intraorganizational boundaries to seek or share advice. Often referred to as advice networks, these collaborative ties can serve as a powerful social conduit for the circulation of information and knowledge. Yet, the extent to which public organizations might benefit from the emergence of advice networks may vary significantly. To help explain some of this variability and offer some guidance as to how public managers can assess the latent capacity of their organizations for advice network formation, this article reports on a study that looks for the precursors or earliest possible indicator of such capacity. Although in need of further investigation, the findings suggest that determining the mix of cultural personalities within an organization should be the starting point, or at least a prominent component, in any effort to assess that capacity. Implications of cultural personalities for organizations, human resources, and the individual are discussed with reference to future study and impact on organizational studies of collaborative ties and advice networks.

https://doi.org/10.1007/s11115-018-0415-9

Abstract

Partnerships that bring together public, private, and nonprofit organizations have become widely used by local governments. But we lack knowledge about the distinct contributions of collaborators to the partnership. This study uses tax increment financing (TIF) in Dallas, Texas, to assess the distinctive roles of public and private partners in achieving mutually beneficial policy outcomes. We find that, while public investment is essential to the partnership’s success, private investment directly increases property values. The city’s greatest contribution is to leverage private investment to create added taxable value in the TIF district. The increased property value provides revenue that is used for public purposes benefiting TIF district occupants. As with other quasi-private institutions that have gained popularity in the new order of governance, the appeal of TIF is its capacity to create public goods with bounded benefits. In addition, both institutional and operational knowledge contribute to the partnership’s success. The city’s experience at establishing new TIF districts and administering existing ones increases taxable value.

https://doi.org/10.1177/0275074014559246


Abstract

Many widely publicized, long-term, complex contracts between private companies and municipalities are labeled public-private partnerships. Theoretically, cost savings, risk sharing with the private sector, and improved service quality are some of the substantial public benefits offered by these innovative contracts. These long-term contracts, however, in practice pose challenges that can undermine, at the local level, successful implementation. The author draws on illustrative cases to examine some impediments to appropriate innovative long-term contract transparency, effective performance guarantees, equitable risk sharing, and market-driven competition achievement. The author examines partnership model inapplicability to most business and government commercial transactions, uncontrollable circumstance risk, local resource constraint impacts, and long-term contract transparency barriers. The conclusion that when embarking on long-term contracts, strong governance structures, effective contract management, and specialized expertise must be invested in by local governments is reached.


Abstract

Despite a large body of scholarship elucidating mechanisms for aligning participant behaviors with public service goals in boundary-spanning collaborations, the most challenging of these collaborations—those with potential for lacking both common goals and common resources—have received relatively little attention from public management scholars. This study investigates approaches to structure and authority
by managers of this sort of collaboration, specifically by the managers of cooperative research centers involving government, industry, and university actors. The findings suggest external approaches to structure and authority when such controls are perceived by managers as valuable for eliciting participant contributions, yet difficult to develop internally, and internal approaches when such controls are perceived as valuable for eliciting contributions, yet unattainable externally. The findings have implications for public management research and theory and, more broadly, for research and theory on organizations and networks. Whereas the conceptualization of structure and authority as resources is not new, here these are conceptualized as explicit rather than tacit, and therefore, in theory, as potentially transferrable across organizational boundaries rather than as a source of competitive advantage. The article concludes with propositions to test in future research.

https://academic.oup.com/jpart/article/22/3/497/1047165


**Abstract**

Many managers attempt to develop collaborative alliances with other organizations. Such strategies are difficult to implement: they are as likely to fail as to succeed. Implementing and managing an alliance is harder than deciding to collaborate. This paper explores the topic empirically through a study of one form of alliance – supply chain partnering. It presents an interaction model of partnering which shows seven contextual factors that shape, and are shaped by, human action. This context can both help and hinder the emergence of co-operative behaviour. The model is illustrated through a case study of two organizations (customer and supplier) attempting to co-operate more closely. The case shows how the cultural and other differences between the parties at first caused difficulty. Actions were taken to change aspects of the context to facilitate more co-operative behaviour. Improving interpersonal relations led to further actions to create more formal mechanisms which would support future co-operation. These appear to have contributed to the relationship exceeding the initial expectations of the partners. The interaction model illuminates both the content and process of supply chain partnering.


**Abstract**

In the introductory article to the special issue on Comparing Networks, the editors discuss the meaning of the concept of networks in relation to other recent conceptual developments in public administration such as (neo)institutional and (neo)managerial analysis. They trace the broadly understood historical development of network analysis back to the late 1960s and early 1970s and highlight some important factors in its development up to the present-day demands placed on public administration by both globalization and decentralization. The result is organizational fragmentation. Network analysis makes it clear that people working in government and administration will have to learn to think of organization as an external, not internal activity. The prospect is that hierarchical control will be replaced by continuing processes of bargaining among interested parties within most fields of public administration.


**Abstract**

This article claims that there is a need for a new form of innovation in the public sector because bureaucratic (closed) ways of innovating do not yield the quantity and quality of innovations necessary to solve emergent and persistent policy challenges. Based on these shortcomings the article defines a set of criteria, which a suitable form of public sector innovation needs to fulfill. The article shows that collaborative innovation meets these criteria because it opens the innovation cycle to a variety of actors and taps into innovation resources across borders, overcomes cultural restrictions and creates broad socio-political support for public sector innovation. The article highlights risks and issues associated with collaborative innovation and that the concept should not be discarded on these grounds since there is no suitable alternative to tackle emergent and persistent challenges. Finally, the article suggests capacities, which government needs to develop to successfully implement collaborative innovation. However as research on innovation in the public sector is rather thin the article suggests a map for further research to substantiate the role of collaborative innovation in the public sector.

https://journals.sfu.ca/ipmr/index.php/ipmr/article/view/73


**Abstract**


**Abstract**

This article inquires about the sufficiency of institutional exchange theory in explaining the impacts of intergovernmental power structure on agency policy making. Based on rational behavior, transactional exchange, and game playing, this so-called new institutionalism points to the degree of autonomy held by an agency in its collaboration with other government jurisdiction as a principal determinant of a patterned bias in agency policy outcomes. The author first summarizes theory arguments and derives hypotheses about agency outcomes that are skewed to favor some interests over others. He then reports results of a multiple regression analysis of a sample of forty-two transit agencies. Findings indicate that institutional exchange matters a good deal more than alternative theses, but the theory does not fully explain specific relationships.


**Abstract**

Public administrators have long wrestled with the problem of bringing professional policy knowledge or technical expertise to bear on decision making in a contentious policy arena. A common solution addresses political conflict by developing institutions that buffer decision making from the regular influence of elected official. This article compares the effects of politically buffered decision making relative to politically influenced decision making by drawing on case studies of county efforts to site and develop landfills and incinerators in New York State. Some of these counties created a special district government known as a "public authority" in an effort to remove the "politics from decision making." Others used their regular line agencies. The cases show that the public authority siting processes were less likely to accommodate political concerns and more likely to focus on research-based policy or technical criteria. However, this professional focus then made them vulnerable to political conflict and likely contributed to the high failure rate of the public authority projects. In contrast, the more successful line agency processes, influenced by elected officials' political concerns, tended to arbitrage away political conflict at the expense of professional or technical considerations—but these processes were more likely to succeed. One case provides a possible middle ground. Rather than arbitraging away points of conflict, the administrators aggressively pushed decision making back into the political process, making elected officials choose the policy options. This process required elected official leadership, education, and commitment and resulted in decisions that were professionally and technically informed as well as resilient to political conflict.


**Abstract**

States interact with each other in ways that have consequences for the American federal system. The focus of this article is interstate cooperation-multistate efforts to pursue shared agendas or solve common problems. Three mechanisms are examined: interstate compacts, multistate legal actions, and uniform state laws. The data show that during the 1990s, states engaged in all of these behaviors but at differing rates. Furthermore, the explanations for interstate cooperation vary. Government capability proved to be an important explanation but in opposite ways: more capable states join multistate legal actions, and less capable states adopt uniform state laws. The implications for the federal system are considerable: effective interstate cooperation may offer an alternative to federal legislation. For state officials, the implications are equally significant: interstate cooperation spawns administrative networks that fall outside traditional structures.


**Abstract**
The authors are concerned that a remaining refuge of substantive democracy in America, the public sector, is in danger of abandoning it in favor of the market model of management. They argue that contemporary American democracy is confined to a shrunken procedural remnant of its earlier substantive form. The classical republican model of citizen involvement faded with the rise of liberal capitalist society in the late nineteenth and early twentieth centuries. Capitalism and democracy coexist in a society emphasizing procedural protection of individual liberties rather than substantive questions of individual development. Today’s market model of government in the form of New Public Management goes beyond earlier "reforms," threatening to eliminate democracy as a guiding principle in public-sector management. The authors discuss the usefulness of a collaborative model of administrative practice in preserving the value of democracy in public administration.


Abstract

This article examines the knowledge gaps in public-private partnerships (PPPs) for infrastructure, and the preferred knowledge management approach for public managers to address them. By examining transcripts from semi-structured interviews with professionals with direct experience working on PPPs in Texas and Virginia, the analysis indicates that knowledge gaps are greatest in the areas of risk assessment and allocation, public involvement, and consultant management. The findings also indicate that situated, experience-based approaches to identifying and sharing knowledge on PPPs are preferred to transfer learning. The summary implications suggest that even state agencies with extensive experience with PPPs face large knowledge deficiencies in this form of public-private collaboration, and that interpersonal, ongoing methods of sharing practical experiences are critical for cultivating expertise for designing and implementing PPPs.

https://doi.org/10.1080/15309576.2016.1204928


Abstract

This article investigates the roles and impacts of public involvement in public-private partnerships (PPPs). Our findings contribute to the literature on public-private collaborations by demonstrating the ways that the facilitation of deliberative activities can provide administrative benefits to PPPs. The results suggest that although public involvement can improve support from citizens and political leaders for PPPs and improve the tailoring of project designs to local conditions, the processes have little effect on expediting project delivery or in addressing power imbalances between public and private sectors. We also find that a combination of in-person approaches and virtual approaches to public involvement can improve the achievement of performance standards in PPPs.

https://doi.org/10.1093/jopart/muv008

Abstract

Empirical evidence on the determinants of variations in service contracting across U.S. local governments is evaluated. Four main categories of explanatory variables are analyzed: fiscal stress, scale and market structure, public preferences, and the power of public employees. The evidence contains fundamental deficiencies that include poor measures of the theoretical constructs, reciprocal relationships between contracting out and the explanatory variables, and additive tests of mediative theories. The consequence is that the determinants of service contracting remain largely undetected. Furthermore, the empirical studies add very little to the existing body of knowledge on the reasons for policy variations across local governments.

http://uar.sagepub.com/cgi/content/abstract/34/1/150


Abstract

In recent years, interest has grown in collaboration in public policy. Responding to the complex issues now playing out in cities, scholars are focusing on localized governance relations that blur boundaries between public, private, and community sectors. This article introduces discursive localism as a framework to understand better collaborative urban governance. It argues that ideas play a pivotal role in motivating collective action, channeling policy resources, and shaping governance relations. Although recent urban-focused accounts of collective action suggest a role for ideas, systematic attention to their normative-philosophical and cognitive-programmatic dimensions reveals how different policy discourses frame incentives and institutions for collaboration. Applying discursive localism to Toronto, Canada, the article describes change processes across three complex policy fields. Governance arrangements are argued to flow from the operative policy discourses, especially whether their normative and cognitive dimensions are integrated, dissociated, or fragmented.

https://doi.org/10.1177/1078087415610011


Abstract

Purpose. To address the growing pressure to foster effectiveness, sustainability and quality of life, local governments have focused on developing policies and initiatives designed to make their cities smarter. Despite the growing attention paid to this issue, an important but under-investigated issue is represented by the smart city governance. In this regard, in light of the claimed need for collaboration, the purpose of this paper is to investigate why and how different institutional works carried out by multiple actors may explain the way in which collaborative governance can be constructed in the context of a smart city.

Design/methodology/approach. A rich in-depth case study has been carried out exploring the experience of a smart city in the north of Italy. The study explores the institutional works done by multiple actors (Lawrence et al., 2013) and their influence on the governance of the smart city. Findings Collaboration is perceived to be instrumental in making a city smart, during the design and implementation phase, while generating new challenges that must be overcome by an integration of the political, technical and, especially, cultural work of the collective actors involved. Originality/value Despite governance is
recognized as a crucial factor for realizing a smartness-orientation, it is scarcely investigated. The main value of the current research is thus its contribution to overcome this gap providing new empirical evidence on the role of multiple actors in the smart city context.

https://doi.org/10.1108/IJPSM-05-2018-0126


**Abstract**

Governments and businesses increasingly collaborate to innovate public services through public-private innovation partnerships (PPI), yet little is known about whether and how innovation is achieved. Based on a systematic review of thirty-three international studies, published between 2004 and 2018, this article shows that half of the PPIs examined resulted in innovation. The results from the review are integrated into an analytical framework that posits how nine structural, collaborative process and participant factors influence innovation in PPIs. Finally, the article calls for further research to develop consistent criteria for measuring innovation and more empirical studies to document innovative outcomes in PPIs.

https://doi.org/10.1080/14719037.2019.1668473


**Abstract**

Integration of recent refugees is gaining much attention in the aftermath of the European “refugee crisis” and collaboration is often seen by public officials as vital to promoting integration. At the same time, achieving successful collaboration in practice is regarded as difficult. In this paper we explore the challenges in detail by tracing how collaborative work unfolds in practice as ongoing, dispersed and collective boundary work. We draw on a longitudinal study of a collaboration project involving a number of municipal and state organizations in Sweden, and aimed at integrating recent refugees into the labour market and society.

https://doi.org/10.1080/14719037.2020.1846767


**Abstract**

Changes in the social, political and economic make-up of contemporary society have resulted in greater emphasis on competition, entrepreneurship, individualization and fragmentation but, at the same time, there has been growing calls by the community for improved connection between government and citizens, and greater integration and cooperation. Since governments cannot afford to tolerate excessive levels of tension between constituents and other stakeholders, and the previous systems of integration on their own are no longer sufficient, there is a need for new processes and mechanisms of connection.
Universally, networked forms based on horizontal integration principles have been presented as the new mode for social connection. Despite their apparent simplicity, networked arrangements offer a wide array of options, structures and potential outcomes. This paper explores and analyses the emerging need to customize these linkages between governments and community to optimize inherent benefits of these modes of working. It is proposed that in this context, new ways of working together require specialized mixing, matching and managing of networked arrangements between government and citizens.


Abstract

As managers have turned to advanced technologies to promote service delivery, partnership arrangements have attracted great attention. Given the struggle between limited fiscal capacities and rising public expectations, the use of partnerships has emerged as a strategy of government leaders who wish to benefit from advanced technologies. Despite the importance and use of these arrangements, little empirical research has appeared on the characteristics of partnerships that may alternatively promote or impede their success. This research isolates several key characteristics from the implementation and interorganizational literatures and investigates empirically their impact on the cost and operational benefits of a geographical information system project. Our findings suggest that partnerships do provide a reasonable approach to service delivery; however, the effectiveness of these arrangements is tempered by the number of partners involved, the degree to which decision authority is shared among the partners, the amount of resources shared among the group, the formality of the arrangement, and the level of leadership commitment.


Abstract

An important decision confronting public managers is choosing when to contract for service delivery. We focus on two service characteristics that transaction cost theory suggests may influence the chances of contract success. Asset specificity is the extent to which resources applied to delivering a service can be applied to other services, and ease of measurement is the extent to which the quality and quantity of service outcomes and outputs can be easily gauged. Drawing on a survey of public managers' perceptions of these dimensions for 64 common municipal services, we review previous studies of contracting to investigate how these two transaction costs factors influence governments' decisions about whether to contract, how to manage contracts, and when contracting is likely to be successful. Our survey and review shed light on how public managers should manage contracting and how scholars should further investigate this important subject.


Abstract

The contracting of public services has been an integral part of public managers' work for a long time, and it is here to stay. This essay sums up current research on the topic for busy practitioners and scholars. Where are we today with respect to the problems and pitfalls of contracting out, from balancing equity with efficiency to confronting the frequent problem of imperfect markets?


Abstract

In this paper, we identify the implications of different levels of contract completeness for the delivery of public services. While numerous factors influence the effectiveness of more or less complete contracts, achieving a win-win outcome - in which both parties to a contract achieve their goals - is in part contingent on the degree of trust between the contracting parties. We explore how varying levels of trust interact with the degree of contract completeness to influence contract effectiveness across different circumstances. In particular, we draw on examples of two types of commonly contracted, but distinctly different public services - refuse collection and social service provision - to illustrate how contracting governments often adapt contract completeness in response to changes in the level of trust with the vendor. We show how contracts become less complete over time as trust evolves between parties, as well how less complete contracts become more complete when trust deteriorates between parties. As such, we explore when contracting is risky for both governments and vendors and how contract relations can be structured to help create win-win outcomes for both.

http://www.ingentaconnect.com/content/routledge/lgs/2007/00000033/00000004/art00008


Abstract

Public managers and their political overseers can choose from several approaches as they decide how to structure the delivery of goods and services to citizens. The three most common service-delivery modes are: internal service delivery, in which the government produces the entire service; contracts with other governments, private firms, or nonprofit organizations; and joint service-delivery arrangements. Traditionally, governments’ decision to ‘make or buy’ has been framed statically: public managers and their political overseers select one delivery mode over alternatives and then remain committed to that delivery approach. Of course, in practice, service-delivery choices can be more fluid: internal service delivery can later change to contracts, and contracts can later be internalized. Changing service-delivery modes is a potentially costly undertaking. Governments that elect to switch typically make changes to existing production systems and management systems. Varying costs associated with the alteration of existing production and management systems make switching from some modes of service delivery easier than others, depending in part on how the service was initially delivered. In general, the costs of changing from direct service delivery to contract service delivery are likely to be high: managers have to dedicate significant time and effort to dismantling existing production and management systems and building new ones. On the other hand, the service-delivery decisions of contracting governments are likely to be more
dynamic because they have typically already incurred the costs of changing at a previous date. Sometimes governments internalize services when they have been using joint or contracted service delivery, whereas at other times they remain in the market by switching vendor type. In this paper we examine how governments’ previous service-delivery choices structure their future choices. We analyze panel data from the 1992 and 1997 International City/County Manager Association’s Alternative Service Delivery surveys along with data from the US Census and other sources. Our results suggest that service-delivery choices exhibit strong inertia, although when change occurs the previous service-delivery mode influences the likelihood of changing to other service-delivery modes in important ways. In general, governments which have already internalized the upfront costs of changing modes of service delivery are more likely to approach service-delivery choices more dynamically in future decision making.

https://journals.sagepub.com/doi/10.1068/c0633


Abstract

Although a vast literature explores government contracting out for the delivery of publicly financed services, comparatively little of this analysis, whether descriptive or explanatory, focuses on the American states. Accordingly, the present research has two primary goals. It first examines the extent of contracting out by state agencies and the perceived effects of this activity on the quality and costs of service delivery. The second aim is to develop a model of contracting out by state agencies and to test it empirically using appropriate hierarchical linear modeling (HLM) statistical techniques. The analysis incorporates individual agency variables (level I) and contextual information regarding the states (level II). The findings reveal—not surprisingly—that contracting out for the delivery of services by state governments is very common, employed by more than 70 percent of responding agencies. State agencies, however, do not seem to achieve the main goals that are advocated by proponents of contracting out, at least not routinely. About half of the agencies engaged in contracting out for the delivery of services acknowledge improved service quality, but barely one-third report decreased service costs. Results of the HLM analysis indicate that most of the variables that help to explain contracting out by state agencies are agency-specific, and that the state-level contextual variables, with the exception of fiscal factors, play a much smaller role. Consistent with some literature, this overall finding suggests that privatization has entered a new, less ideological phase, in which it has become an accepted practice across the American states, subject mainly to the circumstances of individual agencies.

http://jpart.oxfordjournals.org/cgi/content/abstract/15/3/393


Abstract

Despite burgeoning research on collaboration, the preference and choice of public managers to partner with other public-sector institutions versus private-sector organizations has received comparatively little attention. This study proposes that public managers are inclined to partner with other government agencies, i.e., within their “comfort zone,” and presents a model to explain when they may go beyond the comfort zone to collaborate with private establishments. Using an embedded case study design, this study
examines how the professional background of the manager, characteristics of the government organization, and the “market” of potential partners influence the reported incidence of collaboration with nongovernmental actors.


Abstract

Between 2003 and 2006, researchers facilitated a collaborative learning process with representatives of Los Angeles neighborhood councils and officials from city agencies. In two cases, each involving a large city agency, the quality of responsiveness on the part of agency officials to participating citizens was substantially different. This study considers the reasons why agency officials differed in their responsiveness. Using an inductive qualitative and quantitative content analysis across three sources of data, the study develops theory pertaining to bureaucratic responsiveness to citizens in collaborative processes. Specifically, the case findings are generalized to theory through seven propositions for future study. The study’s key finding is that administrator and citizen perceptions of their own and the other party’s roles may influence the quality of responsive behavior in collaborative activity. The propositions identify subfactors or contingencies that may allow administrators to be more responsive to citizens in collaborative processes.


Abstract

Collaboration can make sense when there is some sort of “collaborative advantage” to be gained, meaning organizations can achieve something together that they cannot easily achieve by themselves. However, the literature is essentially silent on how to identify collaborative advantage. This article addresses this shortcoming in the theory of collaborative advantage for public purposes by proposing a set of goal categories that may be used to help articulate collaborative advantage and introducing the use of visual strategy mapping as part of a facilitated group process to figure out what the collaborative advantage might be. Collaborative advantage, as it is normally understood, consists of shared core goals. Collaborative advantage for public purposes should take into account public values beyond shared core goals.


Abstract
A new public administration movement is emerging to move beyond traditional public administration and New Public Management. The new movement is a response to the challenges of a networked, multisector, no-one-wholly-in-charge world and to the shortcomings of previous public administration approaches. In the new approach, values beyond efficiency and effectiveness—and especially democratic values—are prominent. Government has a special role to play as a guarantor of public values, but citizens as well as businesses and nonprofit organizations are also important as active public problem solvers. The article highlights value-related issues in the new approach and presents an agenda for research and action to be pursued if the new approach is to fulfill its promise.


Abstract

In complex, shared-power settings, policymakers, administrators and other kinds of decision makers increasingly must engage in collaborative inter-organisational efforts to effectively address challenging public issues. These collaborations must be governed effectively if they are to achieve their public purposes. A design approach to the governance of collaborations can help, especially if it explicitly focuses on the design and use of formal and informal settings for dialogue and deliberation (forums), decision making (arenas) and resolution of residual disputes (courts). The success of a design approach will depend on many things, but especially on leaders and leadership and careful attention to the design and use of forums, arenas and courts and the effective use of power. The argument is illustrated by examining the emergence and governance of a collaboration designed to cope with the fragmented policy field of minority business support.

https://doi.org/10.1332/030557319X15613696433190


Abstract

People who want to tackle tough social problems and achieve beneficial community outcomes are beginning to understand that multiple sectors of a democratic society—business, nonprofits and philanthropies, the media, the community, and government—must collaborate to deal effectively and humanely with the challenges. This article focuses on cross-sector collaboration that is required to remedy complex public problems. Based on an extensive review of the literature on collaboration, the article presents a propositional inventory organized around the initial conditions affecting collaboration formation, process, structural and governance components, constraints and contingencies, outcomes, and accountability issues.


Abstract

Theoretical and empirical work on collaboration has proliferated in the last decade. The authors’ 2006 article on designing and implementing cross-sector collaborations was a part of, and helped stimulate, this growth. This article reviews the authors’ and others’ important theoretical frameworks from the last decade, along with key empirical results. Research indicates how complicated and challenging collaboration can be, even though it may be needed now more than ever. The article concludes with a summary of areas in which scholarship offers reasonably settled conclusions and an extensive list of recommendations for future research. The authors favor research that takes a dynamic, multilevel systems view and makes use of both quantitative and qualitative methods, especially using longitudinal comparative case studies.


Abstract

Increasingly, public administrators are called upon to organize and participate in collaborative structures to meet a variety of community needs. While previous research demonstrates the power of collaboration in areas such as the delivery of public services (Silva, 2011), overcoming barriers to collective action (Ostrom, 1990), and achieving specific policy objectives (Agranoff & McGuire, 2003), less is known about how collaboration can improve administrative outcomes within a public organization. The purpose of this chapter is to explore how one local government leveraged collaborative governance in order to achieve improved administrative outcomes that yield both internal and external benefits to the organization. The collaboration examined involves the City of Tallahassee’s Growth Management Department and private stakeholders, including developers, engineers, neighborhood members, and community advocates located in Tallahassee, Florida.


Abstract

This collection of essays had its origins in a one-day workshop held in August 2015 at The Australian National University. Jointly convened by Dr John Butcher (ANZSOG) and Professor David Gilchrist (Curtin Not-for-profit Initiative) the purpose of the workshop was to bring together academic researchers, policy practitioners and thought leaders to address a variety of emerging issues facing policymakers, public sector commissioners, not-for-profit providers of publicly funded services, and businesses interested in opportunities for social investment. The workshop itself generated a great deal of interest and a ‘baker’s dozen’ of contributors challenged and engaged a full house. The level of enthusiasm shown by the audience for the subject matter was such that the decision to curate the presentations in the form of a book was never in doubt. The editors trust that this volume will vindicate that decision. At one time the state exercised a near monopoly in the delivery of social programs. Today, almost every important public problem is a three sector problem and yet we have little idea of what a high-performing three sector
production system looks like. It is the editors’ hope that this volume will provide a foundation for some answers to these important public policy questions.

https://www.jstor.org/stable/j.ctt1rqc9kc


Abstract

Collaboration is often seen as a palliative for the many wicked problems challenging our communities. These problems affect some of the most vulnerable and unempowered people in our community. They also carry significant implications for policy processes, programs of service and, ultimately, the budgets and resourcing of national and sub-national governments. The road to collaboration is paved with good intentions. But, as John Butcher and David Gilchrist reveal, “good intentions” are not enough to ensure well-designed, effective and sustainable collaborative action. Contemporary policy-makers and policy practitioners agree that ‘wicked’ problems in public policy require collaborative approaches, especially when those problems straddle sectoral, institutional, organisational and jurisdictional boundaries. The authors set out to uncover the core ingredients of good collaboration practice by talking directly to the very people that are engaged in collaborative action. This book applies the insights drawn from conversations with those engaged in collaborations for social purpose—including chief executives, senior managers and frontline workers—to the collaboration challenge. Backed up by an extensive review of the collaboration literature, Butcher and Gilchrist translate their observations into concrete guidance for collaborative practice. The unique value in this book is the authors’ combination of scholarly work with practical suggestions for current and prospective collaborators.

https://library.oapen.org/handle/20.500.12657/43139


Abstract

Developing and implementing social policy aimed at resolving wicked problems has occupied governments and not-for-profit organizations for decades. Such problems are enduring due to their complexity, resulting in a need to harness multiple skills and significant resources to the effort to solve them. Collaboration is one response to this need and is logical because such arrangements have the potential to bring to bear differing experiences, greater resources, and a higher level of understanding. However, collaboration is not easy and, if not done well, can result in significant costs in time and money as well as poor outcomes for those affected. In this paper, we identify the necessary attributes of successful collaborations by examining five case studies that provide important insights into sound collaborative practice.

https://doi.org/10.1080/25741292.2018.1561815

Abstract

Doing things together in order to protect society from harm is a self-evident activity in most societies and cultures. Yet, the study and practice of collaboration in relation to crisis management is a minefield of false starts, conceptual confusion, and practical difficulty. Advances in political science, public administration, public management, and related disciplines and subfields have significantly increased our awareness and knowledge of collaborative governance and management on many important fronts. The demands and expectations concerning streamlined collaborative approaches to risks, hazards, and security have been shaped by broader strategic developments in society. While collaborative approaches for crisis management have become a key priority around the world, issues of collective-action in response to risks, threats, and extreme events have long been on the social science research agenda. The chapter also presents an overview of the key concepts discussed in this book.


Abstract

Civic festivals offer an exceptional laboratory for the study of collaborative governance because these events are ubiquitous and are characterized by public and private partners engaged in joint activity. Using the Carnival festival of Salvador, Brazil, as an example, we analyze the current models of collaborative governance to determine whether they apply to the context of large civic festivals. Drawing primarily on Ansell and Gash’s (2008) model, our qualitative analysis shows that some constructs of collaborative governance models are present. However, our results uncover other factors affecting the collaboration process such as informal relationships and the basis of decision-making. Our results also suggest that trust, a factor commonly argued as necessary to collaborative action, may be less critical than received theories suggest.

https://doi.org/10.1177/0020852315615196


Abstract

Creating successful collaborative governance regimes is difficult, but can be especially hard when collaborations are externally generated by higher levels of government as opposed to self-generated by local agencies and stakeholders due to the lack of spontaneity. We analyze this problem as it applies to California’s Integrated Regional Water Governance Program. Public administration theory indicates that a core element in a successful collaboration is empowering local leaders who share the collaboration’s intended goal. However, the political concessions to local autonomy necessary to enact an externally generated collaboration can undermine its success. The tensions between maintaining local autonomy and creating a regional approach are inherently strong in a “layered collaborative governance” approach that acknowledges and accommodates local boundaries. Drawing on the concept of role differentiation, we hypothesize that the roles participants play in layered collaborative governance will frequently derive
from their preexisting issue areas, geographic orientations, and power relations, but that program design incentives can influence which groups participate in the effort and how they engage. We test these hypotheses in the context of California’s Integrated Regional Water Management (IRWM) program. We find evidence of role differentiation on grant leadership both with respect to the initial goal of regional collaboration as well as later efforts to address the water issues of disadvantaged communities.

https://doi.org/10.1177/0275074020908578


Abstract

Despite the widespread use and extensive studies of collaborative governance in the United States, we still know too little about how the public at large evaluates the formal inclusion of private stakeholders in collaborative decision making. We examine this question by conducting a series of survey experiments about the function, composition, and power of a proposed regional transportation board. The survey results reveal that while our respondents generally favored collaborative governance (i.e., public officials with private stakeholders) over collaborative government (i.e., public officials only), it was largely due to the inclusion of private citizens, not the stakeholder group representatives. This finding is consistent with a populist framework that presumes that interest group influences tend to impede or distort the will of the electoral majority and that favors functionally delimited mandates and limited power for non-elected decision-making bodies. This has important implications for the design and public acceptance of future collaborative government arrangements.

https://doi.org/10.1177/1065912920943954


Abstract

The move towards collaborative governance in environmental policy often takes the form of collaborative partnerships involving multiple stakeholders with divergent beliefs and interests. Within such partnerships, stakeholders selectively coordinate with one another to varying degrees to achieve both individual and shared objectives. Using interview and questionnaire data from 10 US marine aquaculture partnerships in 2009–2011, we test three theoretical hypotheses regarding how individuals within collaborative partnerships decide with whom to coordinate. These competing propositions include belief homophily (individuals will coordinate with whom they share beliefs), trust (individuals will coordinate with those whom they trust), and resources (individuals will coordinate with those who hold critical resources). Results suggest that specific aspects of trust and resources are more important than shared beliefs in driving coordination in marine aquaculture partnerships. This finding qualifies previous studies that identified shared beliefs as a driving factor. This study concludes with a theoretical discussion about the explanatory boundaries of belief homophily.

https://doi.org/10.1093/jopart/mut080

**Abstract**

Different public sector innovation literatures tend to focus on either contractual stimuli or collaborative interactions as sources of innovation. This article argues for a combined approach that integrates these literatures. Using an fsQCA design that exploits rich survey and interview data on 24 PPPs in Belgium and the Netherlands, we confirm the combined effect of contractual stimuli and collaboration. Since PPPs are long-term, contractual collaborations, contractual stimuli and collaborative activities (information sharing, network management) complement and even reinforce each other to create novel ideas. Managers in PPPs that only consider contractual stimuli may therefore fail to innovate.

https://doi.org/10.1080/14719037.2020.1867228


**Abstract**

Intra-organizational collaboration has long been recognized as a potential source of improved performance for public organizations. In collaborative organizations, frontline employees can leverage interpersonal networks to access a broad pool of expertise and experience, resources that can then be used to overcome obstacles or take advantage of emergent opportunities. Given this link to goals, information flow, and empowerment, this study examines how intra-organizational collaboration affects work motivation, and posits that reduced role ambiguity plays a key role in this relationship. Building on previous literature, three species of collaboration—vertical interpersonal, horizontal interpersonal, and inter–work unit collaboration—are discussed. Using data from a large survey of American federal employees, structural equation modeling is used to test the hypothesized model. The results of the analysis suggest that reduced role ambiguity functions as an important mediating mechanism linking intra-organizational collaboration to work motivation. The implications of these findings for public management are discussed.

https://doi.org/10.1080/15309576.2015.1137763


**Abstract**

In the public sector, participant attitudes are an important determinant of the success of inter-organizational collaboration initiatives. In this study, a model of employee willingness to collaborate is proposed in which the influence of transformational leadership is determined in part by the performance orientation of the organizational context in which it is enacted. The theoretical model is tested empirically using survey data collected from public employees in South Korea and regression-based Monte Carlo simulation. The analysis suggests that the effect of transformational leadership is amplified by an organization’s emphasis on internal efficiency and its use of performance-based incentives, factors that themselves have independent positive and negative effects, respectively, on attitudes about collaboration.
This study links transformational leadership to an increasingly necessary process in the public sector and highlights its context-dependent influence. Implications of the findings are discussed, including the notion that the efficacy of tactics adopted to support inter-organizational collaboration may be a function of their consistency with the realities of established organizational policies and processes.

https://doi.org/10.1080/15309576.2017.1403332


**Abstract**

As transnational movements contest economic inequalities and demand inclusion into global decision-making processes, new models of collaborative governance have proliferated. Promoters of this new mode of governance suggest that it can produce “win-win” solutions through inclusive, consensus-based processes, if these arenas of governance account for power asymmetries within their rules and processes. Yet, by focusing on procedural aspects of collaboration, these accounts overlook how power operates through the wider landscape of transnational legal pluralism. This article adapts the sociolegal disputing approach to the context of global governance through an extended case analysis of the “global land grab.” In doing so, it demonstrates how power operates through the competition to frame disputes across transnational arenas. I argue that the frame through which collaboration is ultimately deployed serves to reconstitute conflicts, thereby subordinating competing claims to the values of the dominant frame. This analysis ultimately suggests participation in collaborative governance comes with risks. By engaging in collaborative processes, activists face the possibility of constituting the very markets they seek to contest.

https://doi.org/10.1111/lasr.12367


**Abstract**

Collaborative governance is an increasingly popular form of governance. In theory, collaborative governance processes should be inclusive and value the perspectives of multiple stakeholders, including nonprofit organizations. In practice, this may not be the case. Recent work on representation in collaborative governance has found asymmetry in the way actor groups are descriptively and substantively represented in the collaborative governance process. We extend this line of work by employing network methods to create a diagnostic tool to identify which individual actors are substantively represented in collaborative governance processes over time. This tool is designed to systematically evaluate whether individual actors are under or overrepresented in collaborative governance. It provides a starting point for groups to discuss whether they are functionally inclusive and to understand whether non-inclusion is random or systematic. We apply the tool to collaborative governance in a regional food system and find variance in substantive representation by actor, indicating the collaborative governance process diverges from its inclusive design in practice. In particular, nonprofit organizations who are formally part of the collaborative governance process are not substantively represented in formal meetings to the same degree as city and county agencies.

https://doi.org/10.1515/npf-2017-0012

Abstract

Service collaborations often must confront risks arising from problems of coordination, division, and defection. U.S. scholars have focused on understanding the efficacy of three general strategies to reducing these risks. First, the use of adaptive and restrictive contracts to reduce the risks from service characteristics has received a lot of attention. Second, scholars have studied how the use of different institutional arrangements reduces the risks of collaborative service provision. Third, attention has been devoted to understanding how the social networks of administrators and elected officials mitigate risk in sharing services. This article concludes with suggestions for future research on this topic.

http://www.jstor.org/stable/24639175


Abstract

Collaboration, coordination, and cooperation lie at the core of interorganizational activities. To address the confusion regarding the definitions of these three terms, recent works have proposed redefinitions. Although these proposals address an important concern, we believe that they might be premature because (1) they do not build on a systematic examination of how these terms have been used in the literature and (2) they seem to narrow the focus to a given theory and alliances only, which might unduly restrict the meaning of the terms defined. In this paper, we review the definitions of the three terms as they appear in nine top journals in the general management literature (1948-2017). By studying the definitions, we identify three interactional dimensions that are present to different extents in collaboration, coordination, and cooperation: attitude, behavior, and outcome. Our systematic review confirms the confusion and lack of parsimony in the extant definitions. The overlap in the content of these dimensions across the three terms does not provide a basis for distinctively defining collaboration, coordination, and cooperation. Thus, we further draw on our review to identify two discriminating dimensions that allow us to distinguish these three terms: the temporal stage and the type of goal. Our review contributes to theoretical development by offering a conceptual redefinition of the three terms that renders them distinct and thus facilitates knowledge accumulation and theory development. Moreover, the set of interactional and discriminating dimensions generates a host of managerially relevant research questions about a wide range of interorganizational relationships.

https://doi.org/10.1177/0149206320901565


Abstract

The authors offer an overview of persuasion theory, directed toward negotiators. Persuasion is defined as "the principles and processes by which people's attitudes, beliefs, and behaviors are formed, are modified,
or resist change in the face of others' attempt at influence." (p.144) To better understand these principles and processes, the authors employ a dual-process model of information processing, which combines aspects of both systemic and heuristic models. They hope that a better understanding of persuasion will improve negotiators' competence and success.

Persuasion plays a crucial role in successful conflict resolution. The authors explain, "negotiated settlements most typically fall apart if the parties to the settlement do not truly believe that it is in their self-interest. For a negotiated settlement to stand the test of time, both parties have to be persuaded that the settlement is in some sense optimal." (157) Negotiators will be more persuasive if they understand which type of information processing is predominates at each particular stage of negotiations, and if they formulate their persuasive appeals in light of that understanding.

https://www.beyondintractability.org/artsum/chaiken-persuasion


**Abstract**

Most contemporary public managers will work in some type of collaborative or networked arrangement at some time in their professional careers. More and more work in public administration and policy is now being done in collaborative formats, and while there are many studies, articles, and cases describing successful endeavors, a good deal of confusion persists about what, exactly, makes them work. What are the best practices? This book focuses on the processes, protocols, and incentives needed for successful collaborative endeavors. Moving beyond new public governance theories and the limits of new public management, Chandler uniquely focuses on the facilitative skills and tools that members and facilitators need for success in collaborative work.


**Abstract**

This paper is an initial investigation into the factors which affect the efficiency and effectiveness of decentralized resource reallocation schemes. Two groups of experimental factors are examined. The first group is comprised of features of the decision-making processes of the independent managers while the second refers to characteristics of the organizational and operational arrangements.


**Abstract**
The idea of this paper is that if decision-making processes are more considered in a procedural rationality assumption, then the interplay of trust and calculative reasoning, and, at a more collective level, the interplay of contracts and social networks may be clarified. We use Lindenberg’s framing theory to define enlightened self-interest as the rationality of contractual relationships. Cooperation is then explained by the willingness to pursue the relationship which, from the background, decreases the salience of the gain frame. This willingness is supported by a process of mutual relational signaling. When temptations of opportunism are strong, cooperation needs to be embedded, first in a formal contract and then, if stakes are too high, in a social network. In this framework, we show that the acceptance of contractual incompleteness by the parties is a positive signal, which favors cooperation.


Abstract

Can e-governance fulfill the ideal of citizen-centric government around the world? This comparative study examines Taiwan and the United States and offers PAR readers relevant management and policy lessons. The research utilizes a framework that captures the institutional, organizational, and technological drivers of e-governance performance. The results indicate that the United States and Taiwan excel in different areas, but could improve in others and thereby learn from each other.


Abstract

This study aims to advance the theory and practice of managing collaborative data networks for information and decision-support services that exist in over 400 US metropolitan areas. Integrating insights from collaborative governance, network management, and cross-boundary information sharing, this study develops a framework to outline the interplay between context, management, collaborative dynamics, technology, and performance. This study further utilizes the framework to conduct an exploratory in-depth case study of a metropolitan transportation data network to examine such interplay. The findings suggest ways to improve the performance of collaborative data networks and their implications are discussed.

https://doi.org/10.1080/14719037.2017.1305691


Abstract

We examine the adaptability of collaborative governance regimes associated with publicly managed ecosystems as they move from direction-setting to implementation phases. This is an under-researched
topic and is particularly relevant given the growth of collaborative environmental governance efforts around the globe. Through an in-depth analysis of a case study spanning 10 years of the Front Range Roundtable in Colorado, USA, we examine the effect of forces internal and external to the Roundtable on three attributes associated with the adaptive capacity of environmental governance: social capital, learning, and flexibility in implementing innovative actions. We find that the Roundtable has been highly sensitive to internal and external changes, and that the absence of mechanisms through which social networks and learning can be durably linked to implementation decisions of bureaucracies with management authority compromises the Roundtable’s continued adaptability. From this case study, we develop three empirically testable propositions related to social capital and learning, national policy change, and boundary objects as collaborative regimes transition to implementation, along with an analytical framework to examine collaborative governance change and adaptability over time. Adapted from the source document.

https://doi.org/10.5751/ES-07187-200135


Abstract

This article investigates the determinants of nonprofits’ involvement in cogovernance, or the planning and design of public services, using a unique data set of park-supporting nonprofit organizations in large U.S. cities. The results indicate that nonprofits are more likely to get involved in cogovernance when they are younger, larger, and operate in communities that are more resourceful and stable. In addition, the likelihood of nonprofits’ involvement in cogovernance is negatively associated with the level of social capital and government capacity to provide corresponding public services. The article points to an emerging mode of government-nonprofit collaboration that goes beyond the production and delivery of public services. As public managers face extensive challenges in sustaining the desired level of public services, these findings have important policy implications for efforts to promote citizen participation and cross-sector solutions to complex social problems.

https://doi.org/10.1111/puar.12970


Abstract

How are government-nonprofit partnerships governed when nonprofits play significant roles in financing and creating public services? This article examines the linkage between governance mechanisms and various collaboration stages of government-nonprofit partnerships. Using a multiple case design of 10 government-nonprofit partnerships for public parks in major cities of the Ohio River Basin Region, four major mechanisms are identified: representing government on the nonprofit board, reaching a formal agreement, building relationships, and building leadership capacity. Several related propositions are presented to facilitate future theory testing.

https://doi.org/10.1080/15309576.2018.1489294

**Abstract**

Economic cooperation between Hong Kong and Mainland China, especially Guangdong province, has flourished since the establishment of the Hong Kong Special Administrative Region in 1997. The landmark is the conclusion of the Closer Economic Partnership Arrangement (CEPA) between Hong Kong and the Mainland in 2003. CEPA covers liberalisation of trade in goods, liberalisation of trade in services, mutual recognition of professional qualifications, and other trade facilitation measures. This paper uses the collaborative governance regime framework to analyse the economic cooperation between Hong Kong and Mainland China under CEPA. This case shows that if there are environmental conditions generating incentives for both parties to cooperate, a committed leadership on both sides to drive the regime, and institutional arrangements that could facilitate the collaborative dynamics, effective collaboration between players from different political and institutional backgrounds can still be achieved.

https://journals.sagepub.com/doi/abs/10.1177/0042098014548139


**Abstract**

The topic of privatization - outsourcing or contracting - seems to have re-emerged recently as a controversial management issue for state policymakers. This article reports findings of a recent national survey conducted by The Council of State Governments of selected agency directors in the 50 state governments, offers lessons learned from the previous experiences and raises key issues for future privatization activities. Contracting has been the most widely used method used by state governments to privatize, followed, to a much less extent, by public-private partnerships. Most budget and legislative service agency directors reported on savings from privatization to be 5% or less. But many of them could not answer whether privatization saved their state agency money or not, while 18% said it has resulted in no savings. There are a number of key issues for state policymakers to consider when contemplating privatization either on a statewide or agency-wide basis.


**Abstract**

The paper develops a theoretical framework for analyzing the exchange structure in the trading of imperfectly imitable and imperfectly mobile firm resources. It first explores the conditions for such resources to be gainfully traded between firms and then investigates the interconnections between barriers to imitation and impediments to trading. A major part of the paper is devoted to developing an integrative and yet parsimonious model for assessing the exchange structure between firms that are involved in the trading of strategic resources in the face of significant transaction cost problems. The model is applied in the last part of the paper to the analysis of the choice between acquisitions and collaborative ventures.


**Abstract**

This article introduces a framework of antecedents, processes, and perceived outcomes to evaluate interorganizational collaborations for children and family service delivery in Los Angeles County, California. The results showed that resource acquisitions, organizational legitimacy, partner characteristics, and supply-side preconditions for collaboration could affect perceived collaboration outcomes. The effects of most of antecedents on perceived outcomes were, however, mediated by collaborative processes and perceived effectiveness of collaborative ventures were mainly premised on the existence of processes for leveraging resources and building trust between partners.

https://www.tandfonline.com/doi/abs/10.1080/10967494.2010.524836


**Abstract**

The “devolution revolution” was a central issue in American intergovernmental relations in the 1990s. Judgments about the outcomes of intergovernmental policy changes varied among scholars of American federalism. Some argued that intergovernmental relations shifted substantially in the direction of devolution toward the states in the 1990s. Others were skeptical about the existence or degree of devolution during the decade. This essay examines shifts in state–national relations during the 1990s. The research centers on national fiscal and regulatory influence on the states. Data from the 1994 and 1998 American State Administrators Project surveys were used to measure state agency heads' perceptions of national influence on state governments and administrative agencies. Confirmatory factor analysis was employed to confirm the finding that perceived national fiscal and regulatory influences changed in the 1990s. There was an identifiable and distinct decline in the aggregate and average levels of national fiscal and regulatory influence from 1994 to 1998. Just as national influence accrued gradually across prior decades, it appeared to decline gradually in the 1990s. The shift was more an evolution than a revolution. Additionally, there was a clear and noteworthy shift toward convergence in perceptions of national fiscal and regulatory influence. This empirical finding lends credence to the —coercive cooperation— phrase coined by Elazar to describe the changes of state–national relations near the end of the twentieth century. For practicing public administrators one central finding emerges from this analysis. The turbulent waters of intergovernmental management have become increasingly murky. The blending of fiscally based cooperation with regulatory-related conflict (or coercion) calls for greatly enhanced management skills.

https://academic.oup.com/jpart/article/14/4/447/894284


**Abstract**
Collaborative partnerships can be an effective strategy for crime prevention, especially in disorganized communities. Using ordinary least squares regression with 414 American cities, this article finds that police departments with many collaborative partnerships are able to promote informal social control within their communities and capitalize on the resources available to them with the help of other groups. This contention is supported by the effects of collaborative partnerships on crime rates in disorganized communities in comparison to well-organized communities. Thus, collaborative partnerships of public organizations with other groups may insulate disorganized communities from the effects of community disorganization on level of crime.

https://www.jstor.org/stable/41433297


Abstract

Public employees are urged to be tireless collaborators and skilled performance managers, but can they be both at the same time? We describe two approaches to collaborative performance management observed in the US federal performance system: interagency collaboration to achieve cross-agency goals, and intra-agency collaboration to achieve agency goals. We find that some factors that reinforce intra-agency collaboration – accountability to agency goals, investment in the agency performance system – fail to support, or even undercut, interagency collaboration. However, other factors – seniority, participation in goal-setting, and goal salience – can encourage both types of collaborative performance management.

https://doi.org/10.1080/14719037.2019.1571275


Abstract

Diversity in the workplace is a central issue for contemporary organizational management. Concomitantly, managing increased diversity deserves greater concern in public, private, and nonprofit organizations. The authors address the effects of diversity and diversity management on employee perceptions of organizational performance in U.S. federal agencies by developing measures of three variables: diversity, diversity management, and perceived organizational performance. Drawing from the Central Personnel Data File and the 2004 Federal Human Capital Survey, their findings suggest that racial diversity relates negatively to organizational performance. When moderated by diversity management policies and practices and team processes, however, racial diversity correlates positively with organizational performance. Gender and age diversity and their interactions with contextual variables produce mixed results, suggesting that gender and age diversity reflect more complicated relationships. This article provides evidence for several benefits derived from effectively managing diversity.


Abstract

The purpose of the present research is to contribute to the task of building theory pertinent to collaborative governance through the use of a novel research method—computer simulation using agent-based modeling (ABM). We explore the relationships between a number of characteristics and outcomes of collaborative forums, focusing on the effects of a process of deliberation through which stakeholders build shared understanding of the issue, and of decision-making rules used to control power imbalances among stakeholders. Three measures were used to assess the results of the decision-making process: decision success rate, defined as the percentage of forums that reached a decision; decision acceptability, defined as the mean level of acceptability (across agents) of the alternatives chosen in successful forums; and decision equity, defined as the standard deviation of the level of acceptability (across agents) of the alternatives chosen in successful forums. Based on the results of the computational model, we suggest propositions regarding the positive effect of deliberation on consensus building and decision quality, the advantages of a supermajority requirement, and interactions between decision rules and deliberation. We conclude the article by discussing the strengths and weaknesses of this approach and commenting on the issue of empirical measurement of these issues.

https://doi.org/10.1093/jopart/mut003


Abstract

Collaborative governance forums involving many diverse stakeholders sometimes use caucuses to facilitate deliberation of the complex issues they face. However, given the paucity of research on this topic, a better theoretical understanding of the conditions under which a caucus structure is likely to be effective is warranted. For this study, we developed a computational model of decision making in collaborative forums to explore how a caucus structure can be designed and managed to enable egalitarian, consensus-based decision processes. The simulation results indicated that constraints on caucus autonomy through the use of a coordinating structure can enhance the acceptability of the forum’s decision, the effect of which is contingent on problem complexity and the number of caucuses. A greater balance of power within caucuses enhanced the ability of the forums to reach agreement on acceptable solutions. We offer propositions based on a discussion of the implications of the simulation results.

https://doi.org/10.1080/10967494.2014.905398


Abstract

Collaborative governance systems are likely to be populated by participants with a mix of social or public service motivations, including both pro-self and prosocial orientations. However, these variations in motivation have not been adequately considered in the development of theory regarding participants’ interaction and group performance in collaborative governance. For this study, we develop an agent-based simulation model that incorporates insights from public administration, social psychology, and behavioral economics, the results from which suggest a number of theoretical propositions regarding the effects of
the distribution of and patterns of adjustment in actors’ social motivation on outcomes in collaborative governance situations. In contrast to literature that has paid primary attention to free-riders and the role of punishment in sustaining collaboration, we suggest that more theoretical and practical attention needs to be given to the prosocial motivation of actors and their interactions so as to facilitate a virtuous circle of collaboration in public collaborative governance.

https://doi.org/10.1093/jopart/muy068


**Abstract**

The Sustainable Development Goals (SDGs) related to water and sanitation mandate the implementation of collaborative approaches to water governance to secure water for all by 2030. The implementation of collaborative governance requires the adoption of supportive regulations, resources, and the development of capable public sector institutions. In recent years, several countries in Latin America have introduced reforms to their water codes to promote collaborative water governance. However, our knowledge of the outcomes of these reforms is still in its infancy, in particular on how they influence the evolution of existing governance initiatives. In this paper, I study how collaborative water governance initiatives in Ecuador responded to the introduction of new regulations for stakeholder participation in watershed councils. Our findings show that network structures respond in different ways to policy change. In a context where regulations limit the participation of NGOs in watershed committees, the network with higher dependency to external resources was incapable of adjusting. On the other hand, the key elements that helped the resilient network navigate policy change were the existence of high levels of trust, the availability of resources to subsidize participation, the ability to connect the local structure to other networks, and high levels of perceived legitimacy. Governments and international donors interested in SDG 6 should consider these elements to design and implement strategies to promote collaborative management in regions where initiatives already exist. Failure to do so may cause weaker structures to disappear, and discourage actors from future participation, increasing the costs of putting collaborative structures in place and leaving inequalities untackled.

https://doi.org/10.5751/ES-10667-240129


**Abstract**

Research on public participation in community planning processes often focuses on the design of participation activities and the tensions therein. Past research, however, gives little attention to the question of who makes these design decisions, what public values they hold, and how those values affect decisions about design. Addressing this gap, this study empirically illustrates the connection between public value frames, design choices, and public participation in a collaborative policymaking process. The case analyzed is a local public planning process designed collaboratively by public and private organizations. The analysis uses participant observation, documents, and interviews. Results demonstrate how effective collaborative governance of the design process and interorganizational power-sharing forced partners to reveal, recognize, and interrogate their own public values while navigating others’ values. The collaborative governance of the planning process allowed the organizations to capitalize on,
rather than suffer from, differences in values frames by changing tensions in planning to opportunities and increasing equity in public participation. Findings suggest that research attention should be aimed not just at which stakeholders are invited to participate (and how), but at who designs the participation agenda in the first place. Furthermore, findings suggest that public values frame reflection and collaborative governance of participation design can be key practices improving planning and policy outputs.

https://doi.org/10.1177/0275074020956397


Abstract

The renaissance in place-based, cross-sector local collaboratives in American cities is distinguished by diverse strategies and actors. This exploratory research compares early stages of two collaborative initiatives—one relying on traditional state-centric collaboration models and the other drawing on emergent civil society collaboration models—in Denver, Colorado. The FasTracks initiative is a complex public-sector effort involving multiple jurisdictions, private-sector partners, and civic organizations in developing a regional transit system. The Children’s Corridor, spearheaded by the Piton Foundation, links efforts of local government, multiple nonprofit organizations, and private providers to improve children’s well-being in a targeted area. Although the Children’s Corridor collaboration suffered unanticipated disruptions, the argument here is not that one collaborative strategy is more effective than another. Rather, the resilience of the large-scale FasTracks collaborative—despite high transaction costs, diverse interests, eroding trust—was contingent on “bridging the collaborative divide” with dynamic scaling to accommodate multiple governance challenges.

https://doi.org/10.1177/1078087416637126


Abstract

This article provides an overview of the findings from articles in the symposium. The author then sets forth future research directions and next steps in collaboration efforts. The article concludes that more research from a multi-level, multi-dimensional approach remains to be done.

https://www.jstor.org/stable/41710247


Abstract

This study focuses on how moral aspects of purpose shape collaborative processes. It does so by analyzing the unfolding of 21 relationships between four nonprofits and their funders using a framework based on French pragmatist sociology to help uncover the deeply held, ideological and moral beliefs that underscore assumptions about what the overarching purpose of a collaborative effort is or should be. This study contributes to the literature on single and cross-sectoral collaboration by showing that the way
partners handle and reconcile differences about purpose is related to the forms of agreement likely to be achieved. It also suggests that certain forms of agreement are inherently more enduring than others. Taken as a whole, this study provides some plausible explanations as to why so many collaborations fail despite their seeming benefits for all the parties involved.

http://www.jstor.org/stable/44253014


Abstract

Public management scholars have long speculated on the importance of interagency collaboration among public agencies in the delivery of public services. This study examines barriers to public interagency collaboration in the area of public safety. Interjurisdictional collaboration among law enforcement agencies at all levels has become emblematic of “new governance” models for enhanced public safety delivery. However, such collaborative efforts encounter many challenges. The purpose of this research is to examine the ways in which cultural fragmentation among law enforcement officials constrain interagency collaboration. This study collected information from 45 law enforcement officers and command personnel from 18 different local, state, and federal law enforcement agencies in a large metropolitan area in Texas. Data were gathered through in-depth interviews and focus groups. Analysis of the data revealed three potential dimensions of cultural fragmentation that impede collaborative efforts between agencies and departments: the agency-type dimension, the rank-segment dimension, and the leadership style dimension. Implications for practice and future research are discussed as well.

https://doi.org/10.1177/0275074017744659


Abstract

Intergovernmental and intersectoral networks are changing the nature of public policy and administration. In this article, The Collaborative Democratic Network discuss deliberative and participatory processes as methods of governance. The Network calls for a research and education agenda and for scholars and teachers of public administration, public policy, planning, political science, and related fields to use their research and teaching to meet the challenge of integrating citizens into policy and decision-making processes.

https://www.jstor.org/stable/4096591


Abstract
This article examines the temporal sequence of inter-organizational collaboration by investigating what factors contribute to collaboration and which collaboration practices influence collaborative outcomes in service partnerships formed by community-based organizations (CBOs) in South Florida. The article uses structural equation modeling to test the service partnership model. Findings indicate that development of service partnerships are mostly affected by environmental factors related to solving social problems ($p < 0.001$) which accounts for 37% of variance in inter-organizational collaboration. In addition, cognitive and resource reciprocity, indicators used to measure inter-organizational collaboration, had statistically significant influence ($p < 0.001$) on perceived collaboration outcomes. These findings shed light on how CBOs transfer their social mission in collaborative actions to alleviate social problems. Implications of this study can help service partnerships in identifying best practices and areas for improvement which are needed to build capacity at the inter-organizational level.

https://doi.org/10.1080/01900692.2013.809591


**Abstract**

Public managers must regularly engage and interact with stakeholders in the external environment to deliver meaningful policy outcomes. Examining the motivations behind such behavior is a critical component of understanding management in the modern era. Some studies suggest that actors with similar interests are more likely to form collaborative partnerships. Using an original mail survey of 150 American Indian education directors in public school districts, this article examines how shared identity and individual attitudes affect levels of interaction with Native American communities. Findings suggest that public school officials who share both a racial and a tribal/co-ethnic identity with Native American nations in their service area have higher levels of interaction with these groups than public school officials who are either members of Native American nations outside their service area or non-Indian. This research has broad implications for incorporating theories of representation and social construction into our understanding of collaboration.

https://doi.org/10.1111/puar.12413


**Abstract**

Public administration theorists have long argued that values of administrative actors fundamentally shape the quality and nature of the public services they provide. While there has been some work in recent years to measure values in the public sector like Public Service Motivation, we know relatively little about the role that other (more basic) values play in shaping managerial behaviour. To fill this gap, we argue that Cultural Theory (CT), a prominent theory within research on risk and public opinion, provides a general framework for operationalizing and measuring the values of public managers, which (if pursued) allows scholars to directly test important yet untested hypotheses about the relationship between values and managerial decision-making. To explore this proposition, we use data from a recent survey of American Indian education directors in public school districts to examine the relationship between cultural worldviews and managerial motivation to engage actors in collaborative arrangements.

**Abstract**

Network governance represents an important approach to managing complex environmental challenges because of its capacity to support learning. However, multi-scalar problems often require networks to interface with hierarchical modes of governance. This paper examines how network managers can help mediate the potentially constraining influence of external demands on a network’s capacity for learning. It finds that a trusted lead agency can help bridge the hierarchical and collaborative divide by brokering across regional and state-level interests, developing processes that transform external requirements into learning opportunities, and supporting the development of informal dynamics in addition to formal rule compliance.


**Abstract**

Strategic management research is increasingly concerned with understanding processes of network governance in which mechanisms for building partnerships among a number of public agencies and non-governmental organizations are more important than ever. Drawing examples from Canada, the paper analyses the nature of inter-jurisdictional and inter-organizational collaboration in complex and dynamic environments, and their implications for the strategic pursuit of organizational goals. The premise of the discussion is that public managers often pursue organizational goals in the context of external environmental systems characterized by complexity and constant change. From this perspective, public agencies must often seek to maintain relatively stable alliances while anticipating and adapting to environmental change in the pursuit of their organization’s goals. The two cases in the paper illustrate three critical elements of collaborative network governance: first, the vertical and horizontal inter-jurisdictional dimensions of joint policy action; second the multiplicity of lenses of interpretation among agents, including the perceptions and values of non-governmental stakeholders and the strategic outreach of public agencies to these groups; and third, it traces the various stages of evolving networks, highlighting the changes and adaptations characterizing the processes involved in joint policy actions.


**Abstract**

Is the public getting a good deal when the government contracts out the delivery of goods and services? Phillip Cooper attempts to get at the heart of this question by exploring what happens when public sector organizations—at the federal, state and local levels—form working relationships with other agencies,
Cooper frames the issues of public contract management by showing how managers are caught in between governance by authority and government by contract. By looking at cases ranging from the management of Baltimore schools to the contracting of senior citizen programs in Kansas, he offers practical information to students and practitioners and a theoretical context for their work.


Abstract

This article discusses questions regarding public administration ethics. What are the normative foundations for public administration ethics? This question has plagued all who have attempted to engage in research, education, and training in administrative ethics. Usually it is framed less formally, often simply posed as whose ethics should be adopted in making ethical decisions in government. Typically the questioner assumes all we can turn to are our own personal ethical perspectives rooted in religion, political commitments, secular philosophies, or some highly personal ethical orientation that has been improvised through socialization, life experience, and coping with the world of work. The notion that there is another category of ethics called professional ethics seems not to have been acknowledged and understood generally among students and practitioners of public administration. This is probably because there is no clear consensus about what the normative substance of a professional public administrative ethic might be. Also, the lack of strong professional identity means public administration has left most thinking only of their employment role rather than understanding with clarity the difference between the obligations of employment by an organization and those associated with being a member of a profession.


Abstract

This research examines the member dynamics of an inter-organizational national disaster management network in the Caribbean. Investigating the structure, functions, and member roles of a collaboration provides a foundation for comprehending better network relations. This analysis contributes to the public administration, disaster management, and network literatures by clarifying, to some degree, factors affecting member relationships in practice. This is important since the present environment surrounding disaster management is such that both governments and scholars are encouraging collaborative efforts among those responding to and impacted by catastrophic events.


Abstract

Civic engagement and collaborative public management are concepts that are defined broadly, making theoretical explication challenging and practical application of empirical research difficult. In this article, the authors adopt definitions of civic engagement and collaborative public management that are centered on the citizen and the potential for active citizenship. Following a historical review of civic engagement in the United States, a conceptual model of five approaches to civic engagement is offered. Citizen-centered collaborative public management is enhanced through these approaches. The authors suggest the need for further empirical research on collaborative public management that is grounded in citizenship action.


Abstract

Previous studies have confirmed the interdisciplinary nature of the field of public administration (Mosher 1956; Ventris 1991; Forrester 1996; Rodgers and Rodgers 2000; Schroeder et al. 2004) and encouraged the exploration of one important indicator of interdisciplinarity: research collaboration. One way that collaboration patterns are explored is through the study of co-authorship among faculty members (Smart and Bayer 1986; Forrester 1996; Katz and Martin 1997). In the field of public administration, studies on co-authorship and productivity of scholars are sparse. In this article, we use bibliometric data to explore collaboration patterns as they relate to productivity levels and quality of publications within the field of public administration. Our study finds that more productive scholars, as well as those with the highest impact, are less likely to collaborate than their colleagues. Our results also indicate that there are gender differences in collaboration patterns and productivity within the field of public administration.


Abstract

As many of the challenges facing society are too complex to be addressed by single organizations working alone, nonprofit organizations are increasingly working in collaboration with public authorities. The governance of nonprofit–public collaborations is important for their effectiveness, yet it remains poorly understood. Drawing on case study research, this article examines and develops an extant conceptual model developed by Takahashi and Smutny that seeks to explain the formation and demise of nonprofit collaborations in terms of “collaborative windows” and the inability to adapt initial governance structures. The research finds that while initial governance structures are an important constraint on development, they can be adapted and changed. It also suggests that the development of collaborations is not only influenced by changes in the collaborative window but also by how key actors in the collaboration respond to important internal tensions.

https://doi.org/10.1177/0899764014532836

**Abstract**

We argue that repeated interaction and high-powered formal contracts can be either substitutes or complements, depending on the relative impact of repeated interaction on incentive problems and contracting costs. In the offshore drilling industry, we find that oil and gas companies are less likely to choose fixed-price contracts as the frequency of their interaction with a driller increases. This supports the conclusion that repeated interaction and high-powered formal contracts are substitutes in this setting, indicating that repeated interaction reduces incentive problems more than contracting costs. In addition, we find that using instrumental variables to account for the endogenous matching of drillers to projects strengthens our results.


**Abstract**

This chapter discusses a range of methods and methodologies that have been used to understand different forms of collaborative practice. It focuses on a systematic review of the boundary-spanning literature, which identified a number of common approaches to understanding boundary crossing. The chapter explores three common approaches: practice-based methods, single case studies, and socio-metric analyses. It assesses how these different methods are applied, as well as discussing their benefits and drawbacks. The chapter suggests that a range of methodological approaches that could be more widely used in boundary-spanning research, which address many of the limitations of the individual methods. Z. C. S. Leung was centrally concerned with individual-level factors, recording interactions among the members, such as their communications and processes of problem-solving and conflict resolution. Individual cases can generate testable hypotheses and elicit some causal claims.


**Abstract**

Collaborative governance arrangements are frequently criticized for achieving collaboration at the expense of legitimacy and accountability. We explore the conditions under which legitimacy and accountability can occur in collaborative governance, ultimately aiming to discover whether collaborative arrangements can ‘have it all’, simultaneously being both legitimate and accountable. We leverage the Collaborative Governance Case Database to analyse a diversity of cases, employing a rich, qualitative comparative analysis. We find that legitimacy and accountability do co-exist in some cases and identify
competing sets of conditions for this concurrence. Based on this exploration, we formulate propositions for future research.

https://doi.org/10.1080/14719037.2021.1960736


**Abstract**

Despite a general consensus on the importance of collaborative settings for the solution of ‘wicked’ problems, questions of how to successfully manage public networks remain without a clear answer. Some authors highlighted the importance of the network structure and context; other authors shed light on network management and coordination mechanisms. More recently, some scholars have stressed the criticality of ‘soft’ factors, such as interorganizational trust. In this multifaceted landscape, the goal of the special issue is to stimulate a dialogue on the functioning of public networks, and contribute to the development of sound knowledge about how to make them succeed.

https://doi.org/10.1080/14719037.2016.1209236


**Abstract**

This article explores how public managers can use insights about public sector innovation and public value governance to make more than incremental progress in remedying society’s most pressing needs. After outlining the features of public innovation, it considers some traditional barriers to achieving it. It then considers the usefulness of the public value framework for managers seeking to design innovative solutions for complex problems, and examines the type of leadership that is likely to foster collaborative innovation and public value. It finishes by offering levers for achieving innovation by adopting design logics and practices associated with inclusive, experimentalist governance.

https://doi.org/10.1080/14719037.2016.1192165


**Abstract**

Information sharing is essential for public-sector collaboration but needs to be balanced with information stewardship obligations. There is little research on how public-sector managers can influence the attitudes and behaviours of their employees to achieve these competing objectives. To investigate this, the study applies a management control framework to a case study of a law enforcement organization attempting to improve its information sharing and stewardship. The study extends prior literature by providing insights into the specific effects that different management controls have for the information sharing and stewardship behaviours of employees involved in public-sector collaboration.

Abstract

Collaboration is a warm, friendly word currently used to describe a cooperative manager—subordinate relationship. In this study, the authors first specify a meaning for collaboration and then, from stories told by competent cabinet members at the state level, extract evidence of collaborative and directive managerial relationships in problem solving. Based on these stories, collaboration is usefully seen as one tool among several (directive, devolution, collaboration) rather than as a consistent manager style. Therefore, from the perspective of style, managerial behavior is more paradoxical than consistent. As a sidebar, devolution emerges as closer to directive behavior than to collaborative behavior as a way of relating to subordinates.


Abstract

Purpose. The concept of collaboration has received increased attention from scholars in public management, as it has been seen as a viable solution to address “wicked” problems. Solving such problems may require a horizontal collaboration within the same governmental jurisdiction or, vertically, between different levels of government. Despite broad interest from the field of public management, the dynamics of public interinstitutional collaboration have received little attention within the literature. This paper aims to provide a systematic overview of the most significant academic contributions on the topic, highlighting the features of this collaborative context and identifying determinants those can foster its performance. Design/methodology/approach. In total, two main literature streams have occasionally dealt with public interinstitutional collaboration and related performance management: the “collaborative governance” stream and “public network performance”. Through a systematic literature review (SLR), this paper answers the following research question: what has been done and what is missing in order to assess performance in the context of public interinstitutional collaboration? Findings. The findings of this study suggest that the most relevant papers are those dealing with public interagency collaboration, as this form of collaboration presents several similarities with public interinstitutional circumstances. Furthermore, the authors provide an analysis of the main determinants of public interinstitutional performance, which highlight the effects of trust, power sharing, leadership style, management strategies and formalization on the achievement of efficient and effective collaboration between public entities. Originality/value. By drawing on two autonomous literature streams, this paper describes the main features of public interinstitutional collaboration. It contributes to the field by offering a systematic overview of how specific performance determinants, which are widely recognized as relevant for collaboration in general, work in the specificity of public–public contexts.

**Abstract**

Interagency collaboration is frequently described as a pivotal element of environmental and public health problem solving; yet, there is little systematic evidence to document the conditions under which interagency collaboration is effective. If, as is widely believed, collaboration can promote comprehensive problem solving, then understanding the determinants of interagency collaboration is fundamental to improving environmental quality and promoting public health. This article examines factors promoting or inhibiting effective working relationships between environmental agencies and state and local public health departments in Wisconsin on a range of environmental and public health policy problems. Data collected using a web-based Internet survey of agency personnel are analysed. The results suggest that previous collaborative experience is important for public health departments at the state and local level, and structural incentives to collaborate are systematically linked to effective interagency collaboration.

http://jpart.oxfordjournals.org/content/19/3/477.short


**Abstract**

Strategic alliances have been recognized as arenas with potential for opportunistic behavior by partners. Hence, a firm needs to have an adequate level of confidence in its partner's cooperative behavior. In this article we examine the notion of confidence in partner cooperation in alliances and suggest that it comes from two distinct sources: trust and control. We make the argument that trust and control are parallel concepts and that their relationship is of a supplementary character in generating confidence. In addition, we suggest that control mechanisms have an impact on trust level and that the trust level moderates the effect of control mechanisms in determining the control level. Finally, we discuss various ways to build trust within strategic alliances and important alliance control mechanisms.

http://www.jstor.org/stable/info/259291


**Abstract**

Reflecting on the events surrounding the Boston Marathon attack, the author is struck by the ease with which collaboration occurred across very diverse formal and informal groups of individuals and organizations. The nature of the response did not develop overnight. Rather, it came from decades of leadership and collaboration cultivation. Collaboration starts with transparency, and it is only possible in a vacuum of ego. It requires operation across silos of responsibility, so agency supremacy must be transferred to the team on the ground. The key component, however, is community-centric thinking.


**Abstract**

This paper examines how organizations collaborate with multiple partners, such as when they develop innovative and complex product platforms like smartphones, servers, and MRI machines that rely on technologies developed by organizations in three or more sectors. Research on multipartner alliances often treats them as a collection of independent dyads, neglecting the possibility of third-party influence and interference in dyads that can inhibit innovation. Using a multiple-case, inductive study of six groups, each composed of three organizations engaged in technology and product development in the computer industry, I examine the collaborative forms and processes that organizations use to innovate with multiple partners in groups. Groups that used the collaborative forms of independent parallel dyads or single unified triads generated mistrust and conflict that stemmed from expectations about third-party participation and overlapping roles and thus had low innovation performance and weaker ties. Other groups avoided these problems by using a dynamic collaboration process that I call “group cycling,” in which managers viewed their triad as a small group, decomposed innovative activities into a series of interlinked dyads between different pairs of partners, and managed third-party interests across time. By temporarily restricting participation to pairs, managers chose which ideas, technologies, and resources to incorporate from third parties into single dyads and ensured that the outputs of multiple dyads were combined into a broader innovative whole.

http://www.jstor.org/stable/44508531


**Abstract**

The importance and challenges of networking and knowledge sharing for attacking wicked problems have been aptly described by Weber and Khademian in their provocative PAR essay, “Wicked Problems, Knowledge Challenges, and Collaborative Capacity Builders in Network Settings” (March/April 2008). We argue in this essay, however, that a broader category of equally challenging but more commonplace “tangled” problems lies in a vast middle ground between routine and wicked problems. Think, for example, of the tangle of actors involved in operating a public school or a military base, or the tangle of programs that a social worker must navigate in order to help the families he or she serves. Success in coping with these kinds of challenges ultimately depends on finding ways to overcome the “need to know” default option in most organizations and moving to a “need to share” network culture.


**Abstract**

This article examines inter-sectoral collaborations as reported in the literature and the suggested characteristics and competencies of collaboration participants. The ultimate goal is to suggest some strategies for preparing the next generation of students. The article’s focus is on inter- and multisectoral
collaborations and partnerships that involve not only government and nonprofit service agencies, but
might also include business, university, civic groups and faith-based organizations. Following a literature
review, the article identifies appropriate skills, competencies, and tools that Master of Public Affairs and
Administration (MPA) and Master of Public Policy (MPP) students should begin practicing to be
effective in collaborations that involve organizations and stakeholders from different sectors and types.
The final section of the article offers several specific recommendations for more effective approaches to
applying these general suggestions, recommendations drawn from Journal of Public Affairs Education
articles, interviews, focus groups, and the author’s experience teaching in an MPA program.

http://www.jstor.org/stable/24615516


Abstract

One of the few issues on which public management scholars agree in theory is the centrality of the
democratic ethos. Public policy has recently paid attention to more democratic forms of policy making
(e.g., participatory policy analysis), and public administration has periodically studied and advocated
increased citizen participation in the processes of government. But the field of public management
scholarship has yet to make a similar commitment to the democratic ethos, despite some contemporary
practices (flattened hierarchies, self-managing teams) that represent democratization in public
organizations. This essay reviews reasons why public management should be more democratic, some
ways in which it is not, and proposes some ways in which the focus of scholarship and practice should be
directed.

https://journals.sagepub.com/doi/10.1177/0095399702034002005

Desroches, Marie-Eve. (2017). Understanding Collaborative Governance: Agenda Setting and

Abstract

“Healthy City is a health promotion strategy that has been jointly developed by academics and activists,
and that is promoted by the World Health Organization (WHO) since 1986. In principle, its local
collaborative governance should enhance attention to the needs of the most vulnerable to reduce health
inequalities and thus foster the adoption of inclusive policies.” Although, the analysis their projects and
their governance arrangements shows that oppression related to gender, class and race may be reinforced.
The purpose of this paper is to understand to what extent Healthy City approach may encourage or
impede stakeholders to set agenda and formulate alternatives to adopt inclusive policies. To do so, we
offer a critical commentary on the Healthy City approach through a literature review of inclusive urban
planning, collaborative governance and empirical studies of this movement.

http://www.jstor.org/stable/26529238

Deverell, Edward, Aida Alvinius, and Susanne Hede. (2019). Horizontal Collaboration in Crisis
Management: An Experimental Study of the Duty Officer Function in Three Public Agencies. Risk,
Hazards & Crisis in Public Policy, 10(4), 484–508.
Abstract

Lately, scholars have been engaging in studies on the crossroads between collaborative public management and crisis management, but our knowledge on how organizations work together with interorganizational goals in times of crisis or in relation to the threat that crises pose, is still limited. This study aims to illuminate how interagency horizontal collaboration plays out in practice. An interview study with twenty-three Swedish duty officers in three organizations with critical tasks in the institutional crisis management system is carried out to unearth impediments to interagency collaboration that emerge when organizations from different policy subsystems engage in crisis collaboration. Empirically, the study contributes with new knowledge on how a crucial function in crisis management carries out work and deals with challenges. Theoretically, it contributes to the literature on crisis management collaboration by shedding light on processes of horizontal collaboration in the area of crisis management.

https://doi.org/10.1002/rhc3.12179


Abstract

The authors are concerned that a growing number of firms are forming too many ‘bandwagon’ alliances ... in a vacuum of strategic consideration and, as a consequence, are placing their organizations at a competitive disadvantage. Because of implementation problems associated with differing management styles, cultures, operational practices and degrees of control, not too many firms can point to having positively capitalized on the potential advantages. In fact some researchers believe the failure rate of alliances to be as high as 50 per cent or more. The authors believe it is timely to put alliances into a strategic context and provide senior management considering this business route with guidelines for success.


Abstract

This paper explores new approaches to the management of public sector austerity through collaborative innovation. Practitioner-based insider research offers an insight into how collaborative innovation can work in the public sector, what undermines it and what impact the active management of a turbulent environment can make to outcomes. A flexible action framework—modelling collaborative innovation—offers a practical means of understanding and supporting effective innovation through collaboration.

https://doi.org/10.1080/09540962.2016.1249231


Abstract
Building on previous models of collaboration processes, this article expands and revises the antecedent-process-outcome framework used to explain collaboration. The article discusses why this framework needs to be expanded to include the element of institutional structure. We propose a modified framework to explain collaboration that includes a typology of citizen-based, agency-based, and mixed partnerships. Furthermore, the article draws from the expansive body of literature on watershed collaboration to propose additional antecedents that influence institutional structures and, in turn, alter the process patterns in the collaboration “black box.”

https://doi.org/10.1080/01900692.2014.949755


**Abstract**

Multicultural collaborations are temporary entities that are not embedded in a single organizational context but yet complete tasks such as building a house or making a film with the involvement of people from multiple cultures. Although they share characteristics of multicultural teams, they lack many of the mechanisms that teams embedded in organizations have at the ready to enable navigation of key challenges. Not much is known about how they cope. Using an inductive approach, this study addresses four critical questions with respect to multicultural collaborations. First, we sought to identify the most common challenges that multicultural collaborations face. Second, we wanted to understand how multicultural collaborations react to those challenges. Third, we examined the role of collaboration heterogeneity in the adjustment process. Finally, we wanted to know whether adjustment facilitates collaboration performance. We examined these issues using comprehensive field data from 16 multicultural humanitarian home-building collaborations that ranged in their degree of cultural heterogeneity. Our analysis highlights many important aspects of multicultural collaborative work. First, adjustment processes were critical in coping with their lack of organizational embeddedness. Second, collaborations utilize a range of both internal and external strategies for adjusting. Third, when collaborations experience challenges related to the way members work with each other, cultural differences may contribute to the ability to make important adjustments. Finally, when significant challenges existed, adjustment processes were related to performance in multicultural collaborations, yet overadjustment was detrimental, suggesting the importance of careful calibration of adjustment strategies to the magnitude and nature of challenges that exist. Our findings have implications for theories of team processes and culture, as well as practical implications for working across cultures.

http://www.jstor.org/stable/23464372


**Abstract**

Stewardship theories have been proposed as a basis for the reform of roles and responsibilities of principals and agents in government-contracted service relations and for the development of effective methods for ensuring accountability (and quality) in contracted human services. This article reports on an empirical field study that assessed the utility of external control methods derived from principal-agent theories and used to ensure accountability in contracted services. Assessments were based on evaluations provided by government case managers and caregiver employees in service-providing organizations. The
article considers whether methods derived from stewardship theory could replace or supplement external control methods when they fail to uphold accountability or when accountability gaps exist. The author argues that methods derived from stewardship theories could fill some accountability gaps, but systemic problems in contracted human services must also be addressed. Additional research on stewardship theory and methods derived from it is also needed.

http://arp.sagepub.com/cgi/content/abstract/32/4/455


Abstract

Much of what has been written about collaboration treats it instrumentally as a means–ends tool of improvement. However, despite considerable collaborative activity there is little evidence that clearly links collaboration to improvements in service-user outcomes or reduced inequalities. In this article we draw on literature from critical public policy and governance studies to recast collaboration as an expression of cultural performance associated with a rather different set of values and measures. We argue that understanding collaboration in the round means that we need to pay attention to all dimensions of performance including cultural performance. We argue that this in turn helps to explain the persistent appeal of collaboration amongst policy makers and practitioners.


Abstract

For many years the proponents of New Public Management (NPM) have promised to improve public services by making public sector organizations much more ‘business-like’. There have been many investigations and empirical studies about the nature of NPM as well as its impact on organizations. However, most of these studies concentrate only on some elements of NPM and provide interesting, but often anecdotal, evidence and insights. Perhaps exactly because of the large amount of extremely revealing and telling empirical studies, there is, therefore, a lack of a systematic identification and understanding of the nature of NPM and its overall relevance. This paper contributes to a systematic identification and understanding of the concept of NPM as well as its multi-dimensional impact on public sector organizations. First, the paper aims at (re-) constructing a comprehensive taxonomy of NPM’s main assumptions and core elements. Secondly, the paper tries to provide a more comprehensive and meta-analytical analysis of primarily the negative consequences of NPM-strategies for public sector organizations as well as the people working in them.


Abstract
What makes organizations so similar? We contend that the engine of rationalization and bureaucratization has moved from the competitive marketplace to the state and the professions. Once a set of organizations emerges as a field, a paradox arises: rational actors make their organizations increasingly similar as they try to change them. We describe three isomorphic processes—coercive, mimetic, and normative—leading to this outcome. We then specify hypotheses about the impact of resource centralization and dependency, goal ambiguity and technical uncertainty, and professionalization and structuration on isomorphic change. Finally, we suggest implications for theories of organizations and social change.

http://www.jstor.org/stable/info/2095101


Abstract

English councils have long aspired to be ‘self-sufficient’, providing services within single jurisdictions with limited inter-local collaboration. However, by 2017 almost all local councils (97 per cent) participated in one or more frontline or back-office ‘shared service’ involving 338 distinct partnerships. We analyse this new-found enthusiasm for inter-council collaboration by performing exploratory social network analysis on organizational and financial data for all 353 English councils. We examine factors predicting collaboration and the characteristics of the service networks that result, focusing on resource, organizational and political considerations. Propensity to collaborate was found to be unpredictable, but partner choice was rational, driven by geographical proximity and similarity in organizational and resource characteristics. We argue that, according to the institutional theory of organizations, both efficiency and legitimacy influenced these reform choices, and the risks of fashionable collaboration were mitigated by careful partner selection. We highlight implications for future quantitative research into symbolic (non-instrumental) forms of collaboration.

https://doi.org/10.1111/padm.12649


Abstract

A consistent critique of the theory and empirical research on collaborative governance is a lack of conceptualization and analysis of the role of political power and inequality. Our paper contributes to this discussion by analyzing the formal representation of small disadvantaged communities in the 2014 Sustainable Groundwater Management Act in California. Employing primary and secondary data, we model the likelihood of representation in the state’s new Groundwater Sustainability Agencies based on key attributes of both the communities and governance settings. We find that the overall collaborative governance is associated with increased representation of these marginalized stakeholders. Importantly, however, even in collaborative settings representation of the smallest, most low-income communities and those lacking political recognition via incorporated cities or public water districts still lags far behind their more advantaged counterparts. In fact, disparities in representation along these lines increased. Using a uniquely interdisciplinary approach our analysis highlights the opportunity afforded by integrating
collaborative governance and environmental justice in the shared pursuit of effective and equitable institutions and the inter-related goals of equity and sustainability.

https://doi.org/10.1111/psj.12375


Abstract

Collaborative governance institutions consisting of government and civil society actors often emerge to solve complex policy problems. Yet decades of research on collaborative governance has found that realizing the ‘collaborative advantage’ is often very difficult given the multitude of actors, organizations and interests to be managed. This article deploys a participant observation approach that also harnesses data from a natural experiment in collaborative governance for homelessness policy in Vancouver, Canada, to reveal the distinct collaborative advantage produced in terms of policy, using empirical decision data and counterfactual analysis. The data reveal that nearly 50 per cent of the policy decisions made in the collaborative institution would not be made in the alternative scenario of unilateral bureaucratic control. The collaborative advantage realized in this governance institution that is premised on horizontality, deliberation and diversity is the result of a series of small interventions and the strategic deployment of rules devised by the bureaucratic metagovernor in charge of steering the governance collaboration.

https://doi.org/10.1080/14719037.2015.1045019


Abstract

The article offers a look at the recovery operation of the space shuttle Columbia. The author suggests that recovery efforts and disaster response could be made due to collaboration. Problems that were solved included the recovery of the remains of the astronauts, investigation of the accident cause, debris collection, and forensic analysis. They required the collaborative effort of 450 federal, state, and local government agencies, private companies, and nonprofit organizations including community emergency operations centers, police, fire fighters, the National Guard, the American Red Cross, and the Salvation Army.


Abstract

This article fills a gap in both the public management and human resources literatures by applying a conceptual model supported by a criteria-based evaluative framework to assess and compare the nature and capacity of city government human resources management systems. Various management reforms
have swept through many American governments recently, but practitioners and researchers have not reflected carefully on how these reforms contribute to management effectiveness. One management system that has received relatively little systematic attention is human resources management. The existing research about assessing human resources is sparse, focuses on the private sector, and fails to converge upon a set of criteria for evaluating human resources management systems comprehensively. In earlier work, we proposed a theory that dissects the black box of government management to identify key management systems and define their contribution to management capacity and to overall government performance. In this article, we refine this model by developing a set of criteria that serve as indicators of the effectiveness of human resources management systems. We apply our framework and criteria to a sample of cities in an empirical analysis that measures human resources management capacity and controls for two key environmental contingencies: unionization and government structure. We find that higher capacity governments are able to achieve better human resources outcomes, and that more unionized governments and those that lack a senior professional administrative officer generally have lower human resources management capacity.

https://academic.oup.com/jpart/article/10/2/381/986131


Abstract

Two trends carry opposite implications for the United States’ ability to advance collective goals in 2020 and beyond. One trend involves cooperation between the public and private sectors; the other involves competition. The future shape of public service organizations hinges on the precise trajectories and relative tempos of these trends. So, to a fair degree, do the prospects for American commonwealth.—Collaboration carries a rather specific meaning here. The label for this trend refers to joint efforts by public and private actors, each wielding a degree of discretion, to advance a goal that is conventionally considered governmental. Collaboration so defined overlaps with many conceptions of public–private partnership, but the latter term has become hopelessly ambiguous, tagged to everything from a contract for hauling urban garbage to a compact for ending global poverty.


Abstract

What government activities should be contracted out to private companies? This thoughtful book by a Harvard policy analyst shuns global answers and explores how to examine individual cases.


Abstract
The latest in a series exploring twenty-first-century governance, this new volume examines the use of market means to pursue public goals. "Market-based governance" includes both the delegation of traditionally governmental functions to private players, and the importation into government of market-style management approaches and mechanisms of accountability.


Abstract

All too often government lacks the skill, the will, and the wallet to meet its missions. Schools fall short of the mark while roads and bridges fall into disrepair. Health care costs too much and delivers too little. Budgets bleed red ink as the cost of services citizens want outstrips the taxes they are willing to pay. Collaborative Governance is the first book to offer solutions by demonstrating how government at every level can engage the private sector to overcome seemingly insurmountable problems and achieve public goals more effectively. John Donahue and Richard Zeckhauser show how the public sector can harness private expertise to bolster productivity, capture information, and augment resources. The authors explain how private engagement in public missions--rightly structured and skillfully managed--is not so much an alternative to government as the way smart government ought to operate. The key is to carefully and strategically grant discretion to private entities, whether for-profit or nonprofit, in ways that simultaneously motivate and empower them to create public value. Drawing on a host of real-world examples—including charter schools, job training, and the resurrection of New York’s Central Park—they show how, when, and why collaboration works, and also under what circumstances it doesn’t. Collaborative Governance reveals how the collaborative approach can be used to tap the resourcefulness and entrepreneurship of the private sector, and improvise fresh, flexible solutions to today’s most pressing public challenges.

https://www.jstor.org/stable/j.ctt7spt3


Abstract

Collaborative governance is popular among practitioners and scholars, but getting a grip on the performance of collaborations remains a challenge. Recent research has made progress by identifying appropriate performance measures, yet managing performance also requires appropriate performance routines. This article brings together insights from collaborative governance and performance management to conceptualize collaborative performance regimes; the collection of routines used by actors working together on a societal issue to explicate their goals, exchange performance information, examine progress, and explore performance improvement actions. The concept of regimes is made concrete by focusing on the specific routine of organizing a collaborative performance summit; a periodic gathering where partners review their joint performance. Such summits are both manifestations of the performance regime and potential turning points for regime change. Using three local public health collaborations as illustration, this article offers a framework for understanding collaborative performance regimes, summits, and the dynamics between them.

Abstract

Studying collaborative governance has become a booming business. However, the empirical literature still struggles to produce robust generalizations and cumulative knowledge that link contextual, situational and institutional design factors to processes and outcomes. We still have not mustered the broad and deep evidence base that will really help us sort fact from fiction and identify more and less productive approaches to collaboration. The current empirical evidence in the study of collaborative governance consists chiefly of small-N case studies or large-N surveys. The challenge is to move from case-based, mid-range theory building to more large N-driven systematic theory-testing, while also retaining the rich contextual and process insights that only small-N studies tend to yield. This article, and the articles in the accompanying special issue, introduces an attempt to provide this middle ground— the Collaborative Governance Case Database. The database has been developed to serve as a free common pool resource for researchers to systematically collect and compare high-quality collaborative governance case studies. This article is an introduction to the database, exploring its design, opportunities and limitations. This article is also an invitation; inviting all researchers to freely use the cases in the database for their own research interest and to help strengthening the database by adding new cases there are eager to share with colleagues.


Abstract

The literature on collaborative governance has generated several comprehensive models detailing the conditions which collaborations must meet to achieve collaborative performance. The importance of each separate condition – such as the presence of incentives to participate, appropriate institutional designs, or facilitative leadership – has been validated in various studies. How all of these conditions interact with each other, and whether all of the conditions need to be present to achieve performance, is less well understood. Leveraging the rich resource of the newly created Collaborative Governance Case Database, this article explores the different pathways to performance used by 26 local collaborations. The analysis shows that the presence of strong incentives for partners to collaborate is a crucial condition for success; almost all performing cases shared this starting point. Performance was then achieved by combining strong incentives with either clear institutional design (e.g. explicit rules, transparent decision-making) or with intensive collaborative processes (e.g. face-to-face dialogue, knowledge sharing). This analysis shows that the current models for collaborative governance can serve as roadmaps, laying out all of the different conditions than may be important, but that collaborations can follow different routes to reach their objectives.

**Abstract**

Alliance Advantage aims to help today's managers and their companies be more successful in their efforts to create and guide thriving alliance strategies. Alliance Advantage provides both conceptual and practical tools for analyzing the design and performance of alliances. Here, for the first time, is a comprehensive guide that will help managers build new collaborations and improve existing ones. Each chapter examines a different aspect of an alliance, from selecting the right partners to minimizing conflicts to determining further commitments.

https://www.google.com/books/edition/Alliance_Advantage/tp7Ct-Df5nkC?hl=en


**Abstract**

This article considers some of the risks associated with multi-agency working, especially barriers to collaboration within partnerships between public agencies and their core professions. The article explores the hypothesis that an inability to act collaboratively comes from a fundamental resistance to diversity, both within and across organizational and professional boundaries. It uses a case study of two interacting partnership settings from youth justice and from safeguarding children and young people. The research examines how better integrated, more diversity astute partnerships might act as a catalyst for others to establish better collaboration.

https://www.tandfonline.com/doi/abs/10.1080/14719030903286623


**Abstract**

This article focuses on different aspects of organizational change with respect to collaborative research conducted by Veterans Administration Medical Center, Salem, Virginia and Virginia Tech, Center for Public Administration and Policy to evaluate the medical center's efforts to reengineer its operations. To focus on the internal changes that are necessary at the field level, the management must recognize competition over the correct vision, include professions with very different ideas of how restructuring should occur (physicians, nurses, social workers), and acknowledge local-level coalitions. Particularly salient is the role played by unions, which must align the goals of restructuring with their missions. It is also important to note that as the implementation is occurring, many other environmental conditions also affect morale--for example, a flat-line budget for three years, threats of layoffs, a change in mission to emphasize offsite patients rather than hospitalization, and critiques of the restructuring by veterans' interest groups.


Abstract

Salem Medical Center, Virginia and Virginia Tech, Center for Public Administration and Policy to evaluate the medical center's efforts to reengineer its operations. The project's success depended on the willingness of everyone involved to address twin concerns: the center's need for usable information on the impact of the restructuring effort, and the students' need to gain knowledge and experience from their evaluation research. Undoubtedly, many such class projects are undertaken by graduate classes in public administration programs across the country, just as many public and nonprofit agencies turn to public administration programs and departments for assistance. Too often, either the agency or the academic partner completes the project with a sense it did not get as much out of the collaboration as it had hoped. In this case, the partnership turned out to be mutually beneficial because both sides recognized the importance of incorporating multiple perspectives and using triangulated methods of investigation.

https://www.proquest.com/openview/682a0368195d8b6366254afe99cfd74/1?pq-origsite=gscholar&cbl=42034


Abstract

Dissatisfaction with conventional regulatory approaches has led to an emerging new governance paradigm (NGP) in environmental and natural resources (ENR) management. This NGP is premised on a need to reconceptualize ENR management regimes, reconnect with stakeholders, and redefine what constitutes administrative rationality in the public and private sectors. The ultimate fate of the NGP is in doubt, however. This essay argues that the NGP is best appreciated as an effort to graft managerial flexibility onto an otherwise inflexible regulatory regime—an effort that has left a halfway, halting, and patchworked regulatory regime in its wake. Applying John Gaus’s notion of the ecology of public administration as an analytical framework, the essay addresses three questions: (a) What were the sociopolitical, technological, and economic factors propelling and delimiting theNGPover the last quarter of the 20th century; (b) how likely are they to endure; and (c) with what consequences for ENR managers, regulators, and regulatees in the 21st century?

https://journals.sagepub.com/doi/10.1177/0095399703256968


Abstract

In this article we offer a view that suggests that a firm’s critical resources may span firm boundaries and may be embedded in interfirm resources and routines. We argue that an increasingly important unit of analysis for understanding competitive advantage is the relationship between firms and identify four potential sources of interorganizational competitive advantage: (1) relation-specific assets, (2) knowledge-sharing routines, (3) complementary resources/capabilities, and (4) effective governance. We examine each of these potential sources of rent in detail, identifying key subprocesses, and also discuss
the isolating mechanisms that serve to preserve relational rents. Finally, we discuss how the relational view may offer normative prescriptions for firm-level strategies that contradict the prescriptions offered by those with a resource-based view or industry structure view.

http://www.jstor.org/pss/259056


Abstract

The article offers a look at the City of Charlotte, North Carolina, which made the decision to collaborate with Mecklenburg County in the joint use of facilities. The author suggests that all levels of government are facing choices that involve collaboration as a means of making the most of scarce resources in response to increasing service-level demands. The article mentions the Mecklenburg County Commission and the Charlotte City Council. The application of the joint use task force model within the city is discussed. The author focuses on three important terms in collaboration: champion, communicate, and culture.


Abstract

This article examines the institutional preconditions or rules that shape collaborative natural resource management between public agencies and citizen groups. In particular, it asks: How do the preconditions surrounding a given natural resource, such as property rights, legislative frameworks, and agency performance incentives, circumscribe the possibilities for collaboration? Drawing upon irrigation and forest management policies and practices in India from the mid-1800s onward, it is argued that the context of irrigation provides some opportunities for supporting agency-citizen collaboration, whereas such efforts in forestry are unlikely to succeed without fundamental structural change.

https://journals.sagepub.com/doi/abs/10.1177/0095399704263481


Abstract

Initiatives to encourage and stimulate the involvement of citizens but also various societal organizations in decision making can be seen in a wide variety of European countries. Citizen panels, citizen charters, new types of participation, and other forms are being used to increase the influence of citizens on decision making and to improve the relation between citizens and elected politicians. In the Netherlands a lot of local governments have experimented with interactive decision making that is enhancing the influence of citizens and interest groups on public policy making. The main motives to involve stakeholders in interactive decision making are to diminish the veto power of various societal actors by involving them in
decision making, improve the quality of decision making by using the information and solutions of various actors, and bridge the perceived growing cleavage between citizens and elected politicians. In this article six cases are evaluated. The cases are compared on three dimensions: the nature and organization of participation, the way the process is managed (process management), and the relation with formal democratic institutions. These organizational features (in terms of both formal organization and actual performance) are compared with the results of the decision-making processes in the six cases. The article shows that the high expectations of interactive decision making are not always met. It also shows that managing the interactions-called process management in network theory-is very important for achieving satisfactory outcomes.

https://doi.org/10.1093/jopart/mui049


**Abstract**

Students and practitioners have been focused on collaboration for some time as they study and move toward improving public administration and public policy outcomes. Agranoff’s (2012) *Collaborating to Manage: A Primer for the Public Sector*, Margerum’s (2011) *Beyond Consensus: Improving Collaborative Planning and Management*, and Williams’ (2012) *Collaboration in Public Policy and Practice: Perspectives on Boundary Spanners* bring together useful multiple issues involved when using collaboration approaches as tools to improve public policy and organizational performance. These three texts are reviewed as one focus area on collaboration. The focus of these is on the permeable boundaries of public and nonprofit policy areas through cross-functional efforts, cross boundaries of entities, and multiorganizational settings.


**Abstract**

This volume seeks to demonstrate that the pattern of American federalism—the American partnership—has been a constant one since the early days of the Republic. The principal hypothesis developed in the following chapters is that virtually all the activities of government in the nineteenth-century United States were cooperative endeavors, shared by federal and state agencies in much the same manner as government programs are shared in the twentieth century. Established in the first decades after the adoption of the Constitution, the character of the American partnership has changed relatively little over the years despite the great change in the amount of governmental activity at all levels of government in relation to the total activity of American society (the —velocity of governmentl).

https://www.amazon.com/American-Partnership-Intergovernmental-Co-Operation-Nineteenth-Century/dp/B0000CLJQQ


**Abstract**
Perhaps nowhere is the inclination to interact with friends over foes more apparent than in the realms of politics and policy, and public managers increasingly operate within collaborative governance arrangements that are highly politicized. To further the existing knowledge on policy-based interactions, this article examines factors that lead to cooperative interactions between foes. The Advocacy Coalition Framework, Resource Dependence Theory, and Policy Analytical Capacity are utilized to examine effects of resources and beliefs on interactions of climate policy supporters and opponents within Colorado. Despite the contentious nature of climate policy, a majority of individuals interacted equally with friends and foes, with opponents more likely to interact with foes. Extreme beliefs made individuals more likely to interact with friends, while resources had mixed effects. These findings offer an improved understanding of cooperative interactions between foes, which may help public managers operating within collaborative governance arrangements to promote greater cooperation and understanding.

https://doi.org/10.1111/padm.12167


Abstract

Collaboration between public sector organizations is typically understood as a response to complexity. Agencies collaborate in order to address complex, cross-cutting policy needs that cannot be met individually. However, when organizational size is a constraining factor in public service efficiency, collaboration can also reduce costs by capturing scale economies unavailable to organizations of sub-optimal size. Using organization theory, the article conceptualizes these two different triggers for public sector collaboration, and builds a framework for tracing their wider impact upon the formation, operation, and outcome of inter-agency partnerships. The framework is illustrated, and its implications for future research are explored.

https://doi.org/10.1080/14719037.2018.1438498


Abstract

Multisectoral governance, one of many terms used to describe collaborative, cross-boundary approaches to solving complex public problems, is being applied broadly in several policy arenas, most notably in environmental and natural resource management, but increasingly in public health in multiple settings and scales around the globe. This paper explores how to transfer knowledge about collaborative governance to challenging public health settings found in low-income and moderate-income countries (LMICs). This paper presents a general background on collaborative governance, summarises some relevant empirical findings on the performance of collaborative governance and lays out some of the challenges and considerations for thinking about improving collaborative public health governance in LMICs.

https://doi.org/10.1136/bmjgh-2017-000381

Abstract

Adaptation and the adaptive capacity of human and environmental systems have been of central concern to natural and social science scholars, many of whom characterize and promote the need for collaborative cross-boundary systems that are seen as flexible and adaptive by definition. Researchers who study collaborative governance systems in the public administration, planning and policy literature have paid less attention to adaptive capacity specifically and institutional adaptation in general. This paper bridges the two literatures and finds four common dimensions of capacity, including structural arrangements, leadership, knowledge and learning, and resources. In this paper, we focus on institutional adaptation in the context of collaborative governance regimes and try to clarify and distinguish collaborative capacity from adaptive capacity and their contributions to adaptive action. We posit further that collaborative capacities generate associated adaptive capacities thereby enabling institutional adaptation within collaborative governance regimes. We develop these distinctions and linkages between collaborative and adaptive capacities with the help of an illustrative case study in watershed management within the National Estuary Program.

http://link.springer.com/10.1007/s00267-014-0334-7


Abstract

This article discusses the challenges that climate change will pose to governance and the techniques that can be utilized to address these challenges. Climate change impacts government in many ways – budgeting and finance, service provisions, planning, permitting, resource management, emergency management, purchasing, contracting, and personnel management. In addition, the results of climate change most impact vulnerable communities. The authors discuss how collaborative governance is key to responding to these challenges through shared engagement, decision making, and action.

https://www.researchgate.net/publication/255908410_Collaborative_Governance_and_Climate_Change_Opportunities_for_Public_Administration


Abstract

Experiments in collaborative governance over the last several decades have transformed the way the public’s business is getting done. Despite growing interest, empirical research on the performance of cross-boundary collaboration continues to be limited by conceptual and methodological challenges. This article extends previous research to develop a performance matrix for assessing the productivity of collaborative governance regimes (CGRs). Three performance levels (actions, outcomes, and adaptation) are addressed at three units of analysis (participant organizations, the CGR itself, and target goals), creating a performance matrix of nine critical dimensions of CGR productivity. This performance matrix is illustrated with a case study of a CGR operating on the U.S.-Mexico border.

**Abstract**

Whether the goal is building a local park or developing disaster response models, collaborative governance is changing the way public agencies at the local, regional, and national levels are working with each other and with key partners in the nonprofit and private sectors. While the academic literature has spawned numerous case studies and context- or policy-specific models for collaboration, the growth of these innovative collaborative governance systems has outpaced the scholarship needed to define it. *Collaborative Governance Regimes* breaks new conceptual and practical ground by presenting an integrative framework for working across boundaries to solve shared problems, a typology for understanding variations among collaborative governance regimes, and an approach for assessing both process and productivity performance. This book draws on diverse literatures and uses rich case illustrations to inform scholars and practitioners about collaborative governance regimes and to provide guidance for designing, managing, and studying such endeavors in the future. *Collaborative Governance Regimes* will be of special interest to scholars and researchers in public administration, public policy, and political science who want a framework for theory building, yet the book is also accessible enough for students and practitioners.


**Abstract**

Collaborative governance draws from diverse realms of practice and research in public administration. This article synthesizes and extends a suite of conceptual frameworks, research findings, and practice-based knowledge into an integrative framework for collaborative governance. The framework specifies a set of nested dimensions that encompass a larger system context, a collaborative governance regime, and its internal collaborative dynamics and actions that can generate impacts and adaptations across the systems. The framework provides a broad conceptual map for situating and exploring components of cross-boundary governance systems that range from policy or program-based intergovernmental cooperation to place-based regional collaboration with nongovernmental stakeholders to public-private partnerships. The framework integrates knowledge about individual incentives and barriers to collective action, collaborative social learning and conflict resolution processes, and institutional arrangements for cross-boundary collaboration. It is presented as a general framework that might be applied to analyses at different scales, in different policy arenas, and varying levels of complexity. The article also offers 10 propositions about the dynamic interactions among components within the framework and concludes with a discussion about the implications of the framework for theory, research, evaluation, and practice.
Abstract

This chapter takes stock and ponders the future of Environmental Collaboration and conflict resolution (ECCR), largely in the United States although it also applies internationally. It begins by examining the scope and kinds of environmental conflicts that have spawned interest in and must be addressed when using ECCR. The chapter then examines its logic and differentiates ECCR from other types of conflict-resolution processes. In doing so, it elaborates on a subset of deliberative processes. The chapter next reviews the challenges, choices, and opportunities regarding ECCR in light of a substantial and growing body of empirical research. Discerned from these studies is support for a contingency-based approach to ECCR. The chapter concludes by offering a cautiously optimistic view of the future of ECCR and its effect on environmental governance.


Abstract

Cross-sectoral partnerships are increasingly seen as a solution to the most pressing social problems facing contemporary societies. Sectoral rationales for partnership suggest that public, private, and nonprofit organizations each possess distinctive advantages that can enhance the effectiveness, efficiency, and equity of public agencies’ efforts to address social issues. We present an exploratory quantitative examination of this argument, using primary and secondary data from 46 UK local government service departments. The results indicate that public-public partnership is positively associated with effectiveness, efficiency, and equity, but that public-private partnership is negatively associated with effectiveness and equity. Public-nonprofit partnership is unrelated to performance. Our study therefore suggests that cross-sectoral partnership does deliver, but that the prospects of public service improvement may depend on the sectoral choice that organizations make.

http://jpart.oxfordjournals.org/content/20/3/679.short


Abstract

The study of collaboration has been part of the learning sciences from its inception. However, articles have appeared that use different definitions of collaboration, that give different reasons for studying it, and that use different methods. This variability has continued to the present. To help make sense of this variety, we propose that the spectrum of methodologies used in collaboration research can be usefully divided into four groups, associated with four different reasons to study collaboration: Collaboration-as-a-
Window, collaboration-for-distal-outcomes, collaboration-for-proximal-outcomes, and collaboration-as-learning. It is tempting to try to place these four approaches along a single continuum. For example, Howley, Mayfield, and Rose (2013) provide a well-organized discussion of approaches to studying collaboration that range from a focus on the individual as the unit of analysis to a focus on collaborative processes for enculturation as the unit of analysis. However, we find that a single dimension unnecessarily flattens the research topology on collaboration and learning. Instead, we propose that these four approaches can be distinguished along four dimensions: The unit of analysis for describing processes of collaboration and cognition; the unit of analysis for documenting learning outcomes; the degree to which these outcomes are operationalized as proximal (within the collaboration) or distal (outside the collaboration); and the degree to which a normative stance is taken on collaboration. We argue that these four dimensions, and the assumptions that accompany them, provide insight into the methodological choices that researchers have made and may make in the future.

https://www.scholars.northwestern.edu/en/publications/analyzing-collaboration


Abstract

This Element is about the challenges of working collaboratively in and with governments in countries with a strong New Public Management (NPM) influence. As the evidence from New Zealand analyzed in this study demonstrates, collaboration - working across organization boundaries and with the public - was not inherently a part of the NPM and was often discouraged or ignored. When the need for collaborative public management approaches became obvious, efforts centered around “retrofitting” collaboration into the NPM, with mixed results. This Element analyzes the impediments and catalysts to collaboration in strong NPM governments and concludes that significant modification of the standard NPM operational model is needed including: Alternative institutions for funding, design, delivery, monitoring and accountability; New performance indicators; Incentives and rewards for collaboration; Training public servants in collaboration; Collaboration champions, guardians, complexity translators, and stewards; and paradoxically, NPM governance processes designed to make collaborative decisions stick.

https://www.amazon.com/-/es/dp/1108822819


Abstract

Purpose – The purpose of this paper is to examine critically private (for profit), public and not-for-profit sector management strategies with a focus to assess and enhance organizational capacity building through cross-sector collaboration. This topic is considered from both a contemporary and an evolutionary perspective. Design/methodology/approach – This paper is based on research from secondary sources. Findings – This paper identifies barriers to collaboration and measures for effectively creating organizational change to build cross-sector capacity. Research limitations/implications – While considerable literature exists on organizational change, none includes the need for cross-sector collaboration to increase management capability to move beyond current economic, social and market development capacity. This study addresses this gap. Practical implications – The adoption of management practices to understand values across sectors will improve effectiveness of organizations across sectors. These recommendations will also facilitate economic development reform efforts of policy
Abstract

Drawing from collaborative public management, this article seeks to contribute to public service logic by focusing on what precedes the public service user’s realization of value: the value proposition. A new care model for elderly people with multiple chronic diseases shows that coordinators with an inter-organizational mission, vertical and horizontal supporting structures, trust established through relationships, and recognition of service systems’ embeddedness in social systems are pivotal for the ability of public service organizations to develop coordinated value propositions. The contribution to policy and practice is an increased understanding of a coherent, rather than fragmented, welfare system for users/citizens.

https://doi.org/10.1080/14719037.2019.1604793


Abstract


Abstract

Upper echelons theory suggests that the characteristics of chief executives affect the strategic choices of their organizations. In this article, we examine whether the characteristics of top managers make a difference to the extent of interorganizational collaboration in the public sector. Using survey data from 228 chief executives from Catalonia, we test upper echelons theory and control for top managers’ institutional settings such as the size and the sector of the organization, as well as the socioeconomic context. The empirical results suggest that collaboration is influenced by the characteristics of chief executives; in particular, the extent of collaboration is affected positively by their educational qualifications and concern for self-development and negatively by their age.

http://www.jstor.org/stable/24484911

**Abstract**

Although research on the antecedents of collaboration is vast, no study has examined the effects of public service motivation (PSM). The current study relates PSM to decisions on whether or not to collaborate, while controlling for the Big Six personality traits. Empirical evidence is gathered by means of an experimental design based on three different prisoner’s dilemma games. Results indicate that PSM affects collaboration when the individual decides to collaborate or not as a first mover, before knowing what the counterpart decides, and as a second player provided that the counterpart has decided not to collaborate.

[https://doi.org/10.1080/10967494.2015.1012573](https://doi.org/10.1080/10967494.2015.1012573)


**Abstract**

This article examines the extent to which leadership factors contribute to the success of collaborative planning processes. By examining the best practice in urban management in decentralizing Indonesia, we found that leadership encouraged a trustworthy and effective consensus building between the local government and the communities. The local leaders grasped socio-cultural contexts of the city to formulate communication strategies in a way that encourages an open and informal atmosphere flourished. More importantly, this leadership framework effectively restructured the institutional arrangement and created divisible tasks for subordinates and communities who were involved in the collaborative process.


**Abstract**

The study of crisis and emergency management—or mismanagement—during Hurricane Katrina will continue to proliferate in the near future. This article presents a global and international perspective on Katrina as a case of—grand failure in crisis and emergency management, with lessons and implications for future crisis management. Benefitting from empirical data collected from international interviews, the essay presents a theoretical analysis of emergency governance and crisis management, discusses a detailed global perspective on Katrina crisis management as “management and leadership crisis,” offers a number of key lessons learned from Katrina, and draws policy and administrative recommendations for future crisis and emergency management through a theory of—surprise management! that is adaptive, collaborative, and citizen engaging and draws on chaos and complexity theories to cope with hyper-uncertainties and unknowns.

**Abstract**

Although experimented within public organisations for over 30 years, strategic planning and management still raise a number of questions and doubts as to their ability to improve public performance. The purpose of this article is to look into the strategy formulation processes in the public sector and the type of strategic approach that best matches the characteristics of this sector. It sets out to do so by first drawing up a theoretical analysis grid, based on the three main approaches to strategy in the public sector. This is followed by an exploratory case study that brings to light a complex strategic process that combines and alternates rational, collaborative and political decision-making logics, and a planned and incremental development.


**Abstract**

Distributed collaborations face significant dialogical challenges: sharing knowledge, questioning ideas, and developing new solutions. These challenges are often associated with collaborations’ reliance on written communication such as emails and documents, which are not seen as conducive to the rich dialogues necessary for effective collaboration. However, numerous successful distributed collaborations exist despite their sometimes exclusive reliance on written communication. Based on a qualitative study of distributed collaboration in two contexts—an organization effectively coordinating work across two continents and a pair of scientists working together to develop a new theory—we examine how writing supports dialogue, and thus collaboration, among distant partners. Our analysis of the correspondences exchanged in these two historical distributed collaborations identifies four mechanisms of writing—objectifying, contextualizing, specifying, and reflecting—and shows how they support dialogue and so address the dialogical challenges involved in distributed collaboration. These findings are particularly relevant in our era of technology-mediated communication where even collaborations in colocated settings rely extensively on written communication. Our findings advance our understanding of fundamental aspects of distributed collaboration and propose to rethink the value of written communication in enacting dialogue and supporting collaboration at a distance.


**Abstract**

Networks play an important role in collaboration, but previous work has not examined the different roles of elected and appointed officials in these networks. This article investigates local economic development
policy networks to address (1) the extent to which the structure of relationships reflects the efforts of actors to efficiently collect and process information or to enhance credible commitment; (2) the extent to which differences in incentives and risk aversion lead to differences in politicians’ and administrators’ networks; and (3) how similarities and differences between local governments affect their network relationships. Exponential random graph analysis of local governments in the Orlando, Florida, metropolitan area demonstrate that local government actors forge tightly clustered networks, consistent with the desire to address commitment problems. Although administrators have more expansive networks, there is little evidence of differences in network patterns for administrators and elected officials. Similarity of economic problems and differences in population also promotes collaboration. These findings are linked to the competitive nature of economic development.


Abstract

This book investigates the self-organizing responses of governments and interests to the institutional collective action (ICA) dilemmas of particular concern to students of federalism, urban governance, and regional management of natural resources. ICA dilemmas arise in fragmented systems whenever decisions by one independent formal authority do not consider costs or benefits imposed on others. The ICA framework analyzes networks, joint projects, partnerships, and other mechanisms developed by affected parties to mitigate ICA decision externalities. These mechanisms play a widespread but little-understood role in federalist systems by reshaping incentives in order to encourage coordination/cooperation. The empirical studies of urban service delivery and regional integration of regional resource management address three questions: How does a given mechanism mitigate costs of uncoordinated decisions? What incentives do potential members have to create the mechanism? How do incentives induced by the mitigating mechanism affect its sustainability in a changing environment and its adaptability to other ICA dilemmas?


Abstract

There is high interest in economic development efforts involving cooperation or collaboration among metropolitan jurisdictions. To determine why some local governments engage in cooperative agreements while others do not, this paper investigates transaction obstacles, including bargaining, information, agency, enforcement, and division problems. The authors then advance an institutional collective action explanation for intergovernmental cooperation, focusing on the conditions under which these transactions costs are low. This work anticipates that the costs associated with interlocal cooperation are influenced by the demographic characteristics of communities, local political institutions, and the nature of regional government networks. Empirical analysis based on a national survey of local development officials provides support for several predictions from this model and identifies policy variables that, in turn, increase the prospects for cooperation, specifically through the development of informal policy networks.

**Abstract**

The public organization of the future will be more collaborative, the boundaries will be more porous, and there will be more connecting to the public as well as to other jurisdictions and to the private and nonprofit sectors. Ultimately, the organization of the future will be primarily concerned with the process of acting, and structures will be seen as interrelated with actions rather than as independent of actions.


**Abstract**

Learning is recognized as central to collaborative adaptive management (CAM), yet few longitudinal studies examine how learning occurs in CAM or apply the science of learning to interpret this process. We present an analysis of decision-making processes within the collaborative adaptive rangeland management (CARM) experiment, in which 11 stakeholders use a structured CAM process to make decisions about livestock grazing and vegetation management for beef, vegetation, and wildlife objectives. We analyzed four years of meeting transcripts, stakeholder communications, and biophysical monitoring data to ask what facilitated and challenged stakeholder decision making, how challenges affected stakeholder learning, and whether CARM met theorized criteria for effective CAM. Despite thorough monitoring and natural resource agency commitment to implementing collaborative decisions, CARM participants encountered multiple decision-making challenges born of ecological and social complexity. CARM was effective in achieving several of its management objectives, including reduced ecological uncertainty, knowledge coproduction, and multiple-loop social learning. CARM revealed limitations of the idealized CAM cycle and challenged conceptions of adaptive management that separate reduction of scientific uncertainty from participatory and management dimensions. We present a revised, empirically grounded CAM framework that depicts CAM as a spiral rather than a circle, where feedback loops between monitoring data and management decisions are never fully closed. Instead, complexities including time-lags, trade-offs, path-dependency, and tensions among stakeholders’ differing types of knowledge and social worlds both constrain decision making and foster learning by creating disorienting dilemmas that challenge participants’ pre-existing mental models and relationships. Based on these findings, we share recommendations for accelerating learning in CAM processes.


**Abstract**
The increased role of government contracts in the funding of nonprofits has heightened tensions as governments seek accountability and nonprofits seek to preserve autonomy. Considering both sides of the contract market, this article suggests that the threat of government funding is exaggerated. Nonprofits are attractive contractor options because of their experience and trustworthiness. Governments should recognize that excessive intrusions limit the advantages of the nonprofit sector. At the same time, nonprofits should be conscious of the implications of public funding, just as they must be of other sources of funding.


Abstract

Collaboration between actors in political decision-making processes is crucial from both an actor and a process perspective. Previous studies have highlighted the role of preference similarity, power, and opportunity structures as drivers of collaboration. However, these studies have focused on single policy sectors and have therefore overlooked possible differences in effects across sectors, as well as interactions between sectors. This article innovates by taking a cross-sector perspective. Applying exponential random graph models to collaboration networks covering 11 decision-making processes, we show that relational opportunity structures have a fairly consistent influence on collaboration, whereas the effects of social and institutional opportunity structures vary across processes. The effect of institutional opportunity structures is contingent on the importance of institutional arenas. Our hypothesis on cross-sector influences receives partial support. Opportunity structures and interactions between sectors add to preference similarity and power, which have a strong and robust influence on collaborative tie formation.

https://doi.org/10.1086/683061


Abstract

Given the linkages between natural resources and social conflicts, evidence increasingly shows that successful natural resource management requires conflict mitigation and prevention. However, there may be a gap in practice between knowing what processes and tools need to be used to manage conservation conflicts and how to actually implement them. We present learning from a practice-based case study of conflict management in the Amarakaeri Communal Reserve in the Peruvian Amazon that aimed to develop natural resource governance institutions and build stakeholder capacity, including of indigenous groups, to navigate existing conflict resolution mechanisms. Through applying good practices in conservation conflict management and collaborative governance, we generated important lessons on the practical considerations involved in collaborative conservation. These lessons, while specific to our case, could be applied to a variety of protected areas facing complex social-ecological systems dynamics and wicked problems.

https://doi.org/10.1080/08941920.2019.1620389

**Abstract**

Creating the public realm in an era of constrained resources demands a level of cooperation among multiple sectors rarely seen before and a recognition that the boundaries between what we have considered “public” and “private” have become porous and blurred. A number of recent projects on either side of the Mississippi River near downtown Minneapolis show what this means in terms of delivering public value much greater than any one sector could produce on its own.

http://www.jstor.org/stable/24029427


**Abstract**

Responding to large wildfires requires actors from multiple jurisdictions and multiple levels of government to work collaboratively. The missions and objectives of federal agencies often differ from those of state land management agencies as well as local wildfire response agencies regarding land use and wildfire management. As wildfire size and intensity increase over time and associated annual suppression costs range between $2 billion and $3 billion, learning more about the existence and management of perceived agency differences becomes imperative within the academic and practitioner communities. This article examines the extent to which perceived mission misalignment exists among federal, state, and local actors and how well those differences are managed. Findings provide quantitative evidence that mission misalignment is greater within intergovernmental relationships than within intragovernmental relationships. Additionally, findings speak to the larger conversation around intergovernmental relationships within the federal structure and perceptions of the presence and management of potential interagency conflict. Practitioner Points Potential conflict between the missions of federal and state land agencies presents a challenge for disaster management, and differing governmental levels and land-use mandates may highlight relationships where tensions are likely greater. Wildfire managers may need to more proactively address relationships among federal agencies and state and local partners rather than relationships among multiple federal agencies. Wildfire management may benefit from increased awareness of—and discussion around—partner agencies’ stated land management philosophies and legal mandates, as structural frameworks, such as the Incident Command Structure, may not alone lead to conflict-free collaboration.

https://doi.org/10.1111/puar.12353


**Abstract**

Cross-sector collaboration (CSC) is becoming a more familiar fixture on the governance landscape. Alliances involving government, business, and non-profit organizations are now addressing issues that were once viewed as the prerogative of government. Public managers engage business and nonprofits in CSCs for several reasons. Many governments are facing a budget crunch at the same time that the cost of
and demand for public services is on the rise. CSC can be one way to bring additional resources to communities and areas of need. In addition, many of today’s complex problems -- childhood obesity, for example -- require responses from multiple and interconnected sectors and perspectives. CSCs come in all shapes and sizes and have adapted to the specific conditions found in local communities or state and federal governments. Public managers must choose the nature of their involvement in CSCs carefully.

https://www.proquest.com/openview/6f6637ecd2bac89831c53dd319160cef/1?pq-origsite=gscholar&cbl=47605


Abstract

A comprehensive guide to public sector collaboration with private and nonprofit organizations for better service delivery Governing Cross-Sector Collaboration tackles the issues inherent in partnerships with nongovernmental actors for public service delivery, highlighting the choices available and the accompanying challenges and opportunities that arise. Based on research, interviews with public, private and nonprofit sector leaders, and considerable analysis of organizations involved in public-private-nonprofit collaborations, the book provides insight into cross-sector collaboration at the global, federal, state, and local levels. Through an examination of the primary modes of cross-sector collaboration, including collaborative contracting, partnerships, networks, and independent public services providers, the book presents a clear case for how public managers can assess the trade-offs and use these options to improve public service delivery. Nonprofit organizations, businesses, and third-party contractors are increasingly partnering with government to deliver public services. Recognizing the types of collaborative approaches, and their potential to solve public policy problems is quickly becoming a major task for public managers, with new methods and techniques constantly emerging. Governing Cross-Sector Collaboration provides specific examples and a framework for public managers to make strategic choices about how to engage private and nonprofit actors in delivering public goods and services while ensuring the public interest. The book provides effective methods for choosing, designing, governing, and evaluating networks, partnerships, and independent public-services providers, with in-depth discussion encompassing: Analysis and engagement of cross-sector organizations Fostering democratic accountability in the public interest Collaborative approaches (including contracts, networks and partnerships) and the issues associated with each type of arrangement Leadership and organizational learning in cross-sector collaboration. Included case studies illustrate effective application of the concepts and methods described, providing both practicing public and nonprofit managers and public policy/administration students with insight into these emerging strategic alliances. The first comprehensive guide to public governance collaborations, Governing Cross-Sector Collaboration is an important and timely contribution to the field of public management.


Abstract
Government, business and nonprofit organizations have a history of working together to achieve public purposes but as the lines that distinguish each entity have become blurred, collaborative efforts can also reveal tensions and fault lines among the sectors.

The Three Sector Initiative, a collaboration between the Conference Board, the Council on Foundations, Independent Sector, the National Academy of Public Administration, the National Alliance of Business, the National Civic League and the National Governors Association, studies how cross-sector collaboration can better serve the public and the missions of organizations.

"Working Better Together," a joint publication of the collaboration, written by R. Scott Fosler, a visiting professor at the University of Maryland, identifies the elements of successful partnerships, and the roadblocks that can derail cross-sector collaborations.


**Abstract**

Using a sample of 645 nonprofit organizations in Canada, the authors construct and validate a regression model to explain predisposition to collaborate. Organizational factors such as size and type (feminist or not) were found to be related to the extent of formal collaborative activity. However, the strength of these factors as predictors of behavior was amplified or reduced by the intervening perception of the impact of environmental changes. In addition, the perception of these pressures was shown to intensify the motivation to collaborate, which in turn increases the probability of engaging in formal interorganizational activity. This study contributes to the body of knowledge about collaboration because previous research has not investigated the influence of a combination of factors on collaborative behavior.

http://nvs.sagepub.com/cgi/content/abstract/31/4/549


**Abstract**

This article offers a look at Gavin Newson, the mayor of San Francisco, California. According to the author, Newsom serves as a good example of collaborative public management with his successful programs known as SFStat, which he launched with the intention to create an efficient, effective, citizen-based government, and the HOME Team project, which emerged as a by-product. SFStat is a forum that allows city departments to present data on budgets, human resources, and service delivery to a panel made up of the mayor, chief of staff, budget director, controller, city attorney, and the human resources director.

https://www.jstor.org/stable/4096583

Abstract

The prisoner's dilemma and stag hunt games, as well as the apparent benefits of collaboration, have motivated governments to promote more frequent and effective collaboration through a variety of policy approaches. Sometimes, multiple kinds of policies are applied concurrently, and yet little is understood about how these policies might interact with each other. This study uses a simulation approach to examine one such case, when policies focused on increasing collaboration competence interact with those that motivate parties to collaborate based on payoff and non-payoff incentives. Theoretically, our findings suggest seven testable hypotheses for future, rigorous research. Practically, our initial findings suggest that increasing competency generally improves the performance of incentive-based policies, but not always. Exhortation policies can go too far and may be more prone to doing so when the target population's competency is higher. This means that decision makers are more at risk of applying too much exhortation effort, especially if they are also concurrently applying a competency-building approach. © 2011 by the Association for Public Policy Analysis and Management.


Abstract

The article is an extensive review of the literature on interorganizational relations. Three arenas of interorganizational relations (IOR) are identified: arenas of resource procurement and allocation, political advocacy, and organizational legitimation. In studying IOR within arenas of resource procurement and allocation, analysts have focused on power dependency and the problems of overcoming environmental uncertainty. In studying IOR within arenas of political advocacy, students have paid special attention to coalition formation and efforts at collective action. In studying IOR within arenas of organizational legitimation, analysts have examined organizational efforts at identifying with highly legitimate community and/or societal symbols. In this review both the theory and research to date are discussed.

http://arjournals.annualreviews.org/doi/abs/10.1146/annurev.so.11.080185.001433


Abstract

The Department of Homeland Security (DHS) transition has shown problems between executive political leadership, management associations, and labor unions, despite “collaborative efforts,” resulting in bureaucratic inertia. This means slower incremental changes for proposed personnel reforms based on private business models advocated by presidential administrations in recent years. The author submits that collaborative organizational reforms advocated by those at the top of the pyramid have been stymied by differences in knowledges between executives, managers, and workers in the DHS. The executive level of knowledge continues dominating public organizations at the continued expense of workers through management initiatives such as the new public management and collaborative public management movements.

http://aas.sagepub.com/content/42/3/343.short

Abstract

Collaborative governance has come to represent for many policy-makers, managers and community members an elixir to the “business-as-usual” approach to policy-making which privileges hierarchy and order over inclusion and innovation. Believers in and proponents of collaborative governance tout its flexibility, creativity and demand-driven orientation towards policy and program development, as well as its adherence to the values of deliberation and transparency. Despite a widespread belief in the power of collaboration to solve society’s ills, however, we know little about what collaborative governance is, how it works and whether it lives up to its promise. This chapter provides a summary of the salient questions and theories that frame both the study and the practice of collaborative governance. Through this review we can identify areas of agreement, contention and confusion about the use, risks and benefits of collaborative governance.

https://www.elgaronline.com/view/edcoll/9781782548492/9781782548492.00049.xml


Abstract

This is a review article of Emerson and Nabatchi’s 2015 book Collaborative Governance. Gash evaluates the book as effectively cataloguing the complexities of collaborative governance while introducing a framework that adds structure and definition. Relevant for both scholars and practitioners, Collaborative Governance’s strongest asset is the approach to assessment and accountability. Gash states despite these strengths, the book also contains undefined jargon and takes a great deal of focus to digest.

https://doi.org/10.1093/jopart/muw047


Abstract

Privatization research lacks an understanding of the scope and nature of informal service delivery relationships between nonprofits and local government. This article reports on a study of local service delivery partnerships in Georgia using survey and interview data. In addition to assessing the frequency of noncontractual partnerships, this study builds on B. Guy Peters's definition of public-private partnerships to delineate the control-formality dimensions of these partnerships more clearly. The agency theory notion that a trade-off occurs between formality and control is also tested. The findings show that most public-private partnerships involving nonprofits are led by government agencies, and they are only weakly collaborative in the sense of shared authority or resources. Often, community norms substitute for formal service agreements. The study concludes with suggestions for further research regarding trust and behavioral norms in public-private partnerships.

http://www.ingentaconnect.com/content/bpl/puar/2008/00000068/00000001/art00016

Abstract

This article discusses the need to increase focus on the role of public managers in collaborative governance research. The author describes two epistemological limitations in collaboration research in public administration: disciplinary scope and analytic scope. The article emphasizes the need for more attention on individual actors and teaching public administration with a broader disciplinary scope.


Abstract

The research on interorganizational and intersectoral collaboration in recent years has proliferated, offering an increasing number of lessons learned for both the study and management of human service organizations. Organizational collaboration describes dynamic relationships involving coordinated activity based on mutual goals (Gray, 1989). While collaborative activity in the nonprofit sector has been studied empirically since at least the 1970s, the increasing pace of government privatization has led to a rise in scholarly interest in collaboration beginning in the 1990s. Since practitioner interest in this crucial aspect of management is also on the rise, scholarly efforts continue steadily to the present. Thus, the worlds of academia and practice share a strong mutual desire to understand how successful partnerships can be fostered. My colleague, Chao Guo (University of Pennsylvania School of Social Policy and Practice), and I have produced the first comprehensive synthesis of this literature. Our methodological strategy was systematic and inclusive, to avoid the biased (e.g., discipline-specific or journal-specific) reviews that unfortunately permeate our field (Gazley & Guo, 2015). Our analysis employed four selection criteria: We included peer-reviewed English-language articles reporting on an empirical (e.g., qualitative, quantitative, or mixed methods) analysis, where the analysis included nonprofit organizations and focused on collaborative activity. This editorial includes highlights of what we found along with implications for future research and practice.

https://doi.org/10.1080/23303131.2015.1095582


Abstract

This study seeks to understand similarities and differences in why local governments and nonprofits choose to collaborate, particularly when those relationships are not governed by formal contracts or grants. Exchange, transaction, and resource dependence theories are used to understand the perceived advantages and disadvantages of collaboration as expressed by local government and nonprofit

99
executives. Based on two large, comparable samples from Georgia, the analysis finds that the two sectors demonstrate a remarkable similarity in the benefits they seek from public-private partnerships, but with some key differences. The motivation to partner is driven by a desire to secure those resources most scarce for the respective sector: expertise and capacity for government, funding for nonprofits. Nonprofit executives generally exhibit a stronger undercurrent of negativity toward intersectoral partnership than do their public sector counterparts. This article discusses possible reasons for these similarities and differences and contributes to the scholarship linking capacity with organizational outcomes.

http://nvs.sagepub.com/cgi/content/abstract/36/3/389


Abstract

Does board diversity or representativeness influence organizational performance? Though it is understudied in both the public and the nonprofit sectors, learning more about this critical subject can enhance organizational performance within highly collaborative settings. Community mediation centers, which rely on multiple public and private resources to meet their programmatic objectives, provide excellent case studies for analyzing the impact of different kinds of interorganizational linkages on organizational performance. A multitheoretic view incorporating agency, resource dependence, and stakeholder perspectives is employed through a national sample and a two-stage analysis using a logic model to test the cumulative impact of board characteristics and interorganizational relationships on organizational outcomes. Organizations’ collaborative capacity depends on several kinds of boundary-spanning activities, including network ties, revenue sources, and the number of stakeholder groups represented on the board.


Abstract

Increasingly there is a call from policy makers for communities to work collaboratively to ameliorate social problems; yet, collaborating is arguably one of the most difficult tasks of partnerships. Conceptual frameworks for effective collaboration have recently been developed and need empirical testing. Effective collaboration determinants are explored in this study of a comprehensive crime reduction initiative. Comparative case study methodology is used to examine the presence of these determinants in three arenas: context, structure, and function. Sites were most similar in structure; differences were most pronounced in function. Translating these results in this initiative and across other community partnerships is discussed.

https://doi.org/10.1080/15588742.2015.1044688


Abstract
This paper describes how managers from disparate organizations collaborated to implement a crime programme through the mechanism of a multi-layered crime partnership. The case is analysed using three theoretical models: collaborative public management (CPM), new public management (NPM) and public administration (PA). A case study research strategy was adopted with eighteen managers from the partnership being interviewed and ten partnership meetings being observed, to enhance understanding of management practice under partnership. This paper provides evidence for CPM, a model of management suited to deliver on the shared outcomes required by government from the varied organizations involved in crime programmes.

https://www.tandfonline.com/doi/abs/10.1080/14719037.2011.650057


Abstract

We study the extent of political homophily—the tendency to form connections with others who are politically similar—in local governments’ decisions to participate in an important form of intergovernmental collaboration: regional planning networks. Using data from a recent survey of California planners and government officials, we develop and test hypotheses about the factors that lead local governments to collaborate within regional planning networks. We find that local governments whose constituents are similar politically, in terms of partisanship and voting behavior, are more likely to collaborate with one another in regional planning efforts than those whose constituents are politically diverse. We conclude that political homophily reduces the transaction costs associated with institutional collective action, even in settings where we expect political considerations to be minimal.

http://www.jstor.org/stable/23496641


Abstract

This article analyzes the promises and potential pitfalls of collaborative governance. It first summarizes the origins and evolution of collaborative governance and then compares the claims of the proponents and opponents. It then reviews what is known and what is still uncertain from the growing body of empirical research studying collaborative environmental governance. The conclusion speculates on the future of collaborative governance for both research and practice.


Abstract
The article offers a look at how public administrators can prepare leaders for high-stakes collaborative action. The author discusses the career of Darrell Darnell, who joined the Office for State and Local Domestic Preparedness Support, which eventually became known as the Office of Grants and Training, a part of the United States Department of Homeland Security. Darnell used advanced training and education to implement plans such as the National Response Plan of 2004 and participated in the Top Officials 3 simulation.


**Abstract**

Trust is a foundational element for effective collaboration. Since lack of understanding and trust can hamper effectiveness, building trust is a priority and a challenge for public managers partnering across organizational and sectoral boundaries. Interviews with cross-sector collaborators indicate that the challenge is based in part on inadequate cross-sector understanding. Studying successful cross-sector partnerships can thus inform scholarship and practice. This article applies existing trust frameworks to qualitative partnership data. Findings reveal that trust is exhibited in different ways, depending on the type of partnership. While scholarship calls for integrated treatments of trust, this research suggests that collaborative trust may be interpreted differently across sectors and partnerships.

https://www.jstor.org/stable/23484718


**Abstract**

Communities across the United States face a variety of vexing and intractable problems that are not easily - or quickly - solved by any one organization or sector. Rather, partners must work together over time to address these shared priorities. It also requires an individual and collective ability to overcome the challenges and setbacks that arise along the way, a key question emerges: what keeps community partnerships strong over time? This Element compares and contrasts a sample of enduring voluntary partnerships with those that have ended to identify the features that contribute to collaborative resilience, or the ability of partnerships to respond productively to shocks and change over time.

https://www.cambridge.org/core/elements/abs/partnerships-that-last/72261A6496C5421627EAF71FBE5599D3


**Abstract**

Pioneering work on competencies provided evidence that traits, motives, and self-concepts predict success in a particular job context. Research furthered this line of investigation by identifying
competencies that apply across jobs. Together, these competency studies introduced a question that endures today: “Are competencies situational or universal?” This research examines this question in the context of collaborative competencies. Given the contemporary emphasis on working effectively across boundaries, this state-level investigation identifies differentiating competencies and behavioral indicators that both support and expand existing federal-level research findings on collaborative competencies. This study’s answer to the enduring question is yes: There are universal collaborative competency dimensions and context matters in terms of application and interpretation.

https://doi.org/10.1177/0734371X15624132


Abstract

Trust is often touted as both an element of success and an outcome of interest in collaboration research, usually without defining the term or acknowledging the possibility of collaborating when trust is diminished or absent. This article broadens our theoretical understanding of the concept of trust, and the ability to collaborate in the absence of trust, by looking at it through the lenses of conflict resolution, psychology, and law. The disciplines examined in this article emphasize diverse approaches to examining trust on the interpersonal, interorganizational, and regime levels. While agreeing that trust is an asset, these disciplines also offer practical strategies for collaborating when trust is diminished or absent. Drawing on the theory and literature of conflict resolution, psychology, and law, we offer the following definition of collaborative trust: Collaborative trust is an individual perception that is the product of one’s assessments, experiences, and dispositions, in which one believes, and is willing to act on, the words, actions, and decisions of others. This can include a reliance on principles, rules, norms, and decision-making procedures that articulate collective expectations.

https://doi.org/10.1177/0275074018773089


Abstract

Although there is no shortage of general studies and theories of leadership, the same cannot be said for public leadership. This concern surfaced as a critical issue among scholars at the 2008 Minnowbrook III conference. Drawing from that discussion, this article calls for invigorating the study of public leadership within public administration (PA). We present the case for public leadership, that is, leadership for the public good, where challenges are complex, stakeholders are many, values are conflicting, and resources are limited. Traditional, generic models of leadership—as in, leading followers toward some specific goal—do not align well with these current challenges. We argue for studying public leadership specifically, rather than trying to retrofit existing concepts of leadership from business management or elective politics. PA should be the leading voice in understanding and promoting public leadership. By examining previous public leadership scholarship through three broad lenses—the character of public leadership, the function of public leadership, and the jurisdiction of public leadership—we develop
theoretical propositions designed to drive a revitalized research agenda. We conclude with a set of
research questions we see as critical to crystallizing the significance of public leadership.

http://jpart.oxfordjournals.org/content/21/suppl_1/i83.short

Local Government Officials: Exploring Competencies and Program Impact. Public Administration

Abstract

The increased emphasis on collaborative governance across the field of public administration necessitates
a rethinking of what the core competencies of public managers are and how they might be developed. The
traditional model of leadership development, focusing on leading within bounded hierarchy and via
command-and-control must be moderated with an additional focus on collaborative problem-solving,
working in flattened structures, and incentivizing behavior in new ways. This article reviews relevant
literature along with the experience of two local government leadership programs to explore content and
training approaches needed to prepare local government leaders for collaborative governance. Qualitative
and quantitative survey findings indicate that program content should specifically address collaboration
competency development. Further, training evaluation strategy should allow for processing and reflection:
immediate reaction surveys should be supplemented with a long-term evaluation strategy. Finally, while
scholarly literature recommends non-traditional, peer-learning activities for collaborative leadership
development, this research offers mixed support. The program examples and associated research findings
highlight the importance of a strategic approach to training that reflects emerging leadership needs.

http://www.jstor.org/stable/24371989

Getha-Taylor, Heather, Chris Silvia, and Scott Simmerman. (2014). Individuality, Integration:
Leadership Styles in Team Collaboration. Public Manager, 43(2), 38–43.

Abstract

Today’s heightened attention to collaboration amid resource constraints and boundary-spanning problems
places new requirements on public managers at all levels of government. Managers must balance the
demands of hierarchical leadership within their home organizations with collaborative leadership
behaviors that are externally focused. In their 2010 article in The Leadership Quarterly, Chris Silvia and
Michael McGuire differentiated these behaviors and noted that emergent behaviors may not have been
emphasized or developed. The current context implies a need for both self-reflection and attention to the
ways in which individual leadership strengths can be expanded and utilized. Understanding how to
identify, manage, and develop collaborative leadership abilities is a contemporary public management
priority. It is important to be mindful of individual styles and to encourage leaders to take the time
necessary to reflect on the ways in which espoused theories match theories in use. Encouraging
individuality is a collaborative goal.

https://www.td.org/magazines/the-public-manager/individuality-integration-leadership-styles-in-team-
collaboration

the importance of clarity of roles and responsibilities in government inter-organizational
collaboration and information sharing initiatives. Government Information Quarterly, 36(4), 101393.
Abstract

Previous research has shown that clarity of roles and responsibilities (CRR) influences the performance of individual organizations as well as inter-organizational efforts. In the context of cross-boundary information sharing (CBIS), CRR has been found to enable other important determinants of success, such as building trust among members, increasing their willingness to participate, and mitigating some of their concerns about security, among others. However, few studies have attempted to understand the determinants of CRR in government CBIS initiatives. Sayogo, Gil-Garcia, and Cronenberger’s (2016) analysis of results of a national survey identified three significant determinants of CRR in CBIS, (1) the extent participants use boundary objects, (2) participant skills in terms of collaboration, coordination, and communication, and (3) the diversity of the participating organizations and their goals. Seeking to expand on their findings in terms of new understanding about the influence of significant determinants of CRR in CBIS, this study draws on findings from eight U.S. state and local government public health and criminal justice CBIS cases. This study contributes to existing knowledge about CBIS in the public sector by characterizing the determinants and providing new understanding of the nature of the influence of the determinants of CRR on CBIS. In particular, it shows how the extent of boundary object use, collaboration, and the diversity of participants affect CBIS initiatives in different contexts. In practical terms, creating new understanding of the determinants of CRR has value for public managers and their leadership as they must increasingly collaborate and share information across the boundaries of organizations in the process solving increasingly complex public problems.

https://doi.org/10.1016/j.giq.2019.101393


Abstract

New networks of concerned citizens dealing with safety, education, health care, housing, and other public policy matters are forming (Fredrickson 1982, 506). Digital technologies offer, at least in theory, a more egalitarian public sphere where community residents can be empowered not as passive recipients of governance, but as active participants in the co-creation of policies (for discussion see Kettl 2015, 225). Since 2004, the intervening years have made manifest the political and institutional limitations of technology transforming the public sector. The article begins by delineating contours of a civic definition of technology focused on generating public good, provides case study examples of civic tech deployed in America’s cities, raises research questions to inform future multi-stakeholder partnerships, and concludes with implications for the public sector workforce and ecosystem.

https://doi.org/10.1017/S1049096517000531


Abstract

In this collection of original essays, empirical analysts and theorists across disciplines turn a critical eye to a variety of recent institutional forms and styles of innovation. They examine lived reality and theoretical underpinning, promise and accomplishment, but also the pitfalls and capacity-building challenges that face virtually all attempts to bring citizen voice, knowledge, and skill to the center of
public problem solving. Their analyses are both hopeful and hard-headed and are guided by commitments to help understand appropriate fit and realistic sustainability. Cases include face-to-face deliberation, online networking and citizen journalism, policy forums, and community and stakeholder planning sessions across local, state and federal contexts. Policy issues run a broad gamut from community and regional economic development and environmental sustainability to minority rights and gay marriage.

http://www.jstor.org/stable/j.ctv16755q8


Abstract

This book explores how cross-sector collaboration can solve seemingly intractable societal problems. Many people tend to think of the public, non-profit and private sectors as being distinctive components of the economy and broader society-each with its own missions and problems to address. This book describes how the three sectors can work together toward common purposes, accomplishing much more than if they work alone. With the nation reeling from multiple challenges, more than ever the United States needs these sectors to collaborate to address what might seem to be intractable problems. Cross-sector collaborations and partnerships are more crucial than in the past as the country tries to recover from the economic, health, and broad social dislocations caused by the COVID-19 pandemic. At a time when trust in institutions, both public and private, is at an all-time low, cooperation among the sectors can be a confidence-inspiring approach to addressing public problems. This book reviews the state of cross-sector collaborations, identifies emerging practices, and offers a range of perspectives from experts in the field. Practitioners show how cooperation among sectors is relevant to their core missions. Scholars from a wide range of disciplines discuss both the broad and specific concepts that advance understanding of cross-sector collaboration. At a time when the United States must recover from and address new challenges, the book shows how cross-sector collaborations can help ensure a brighter future. Its core conclusions should be of particular interest to leaders in each of the broad sectors, as well as educators and students at both the undergraduate and graduate level.


Abstract

Proposing an entirely new governance model to unleash innovation throughout local government. At a time when trust is dropping precipitously and American government at the national level has fallen into a state of long-term, partisan-based gridlock, local government can still be effective—indeed more effective and even more responsive to the needs of its citizens. Based on decades of direct experience and years studying successful models around the world, the authors of this intriguing book propose a new operating system (O/S) for cities. Former mayor and Harvard professor Stephen Goldsmith and New York University professor Neil Kleiman suggest building on the giant leaps that have been made in technology, social engagement, and big data. Calling their approach “distributed governance,” Goldsmith and Kleiman offer a model that allows public officials to mobilize new resources, surface ideas from unconventional sources, and arm employees with the information they need to become pre-emptive problem solvers. This book highlights lessons from the many innovations taking place in today’s cities to show how a new O/S can create systemic transformation. For students of government, A New City O/S:
The Power of Distributed Governance presents a groundbreaking strategy for rethinking the governance of cities, marking an important evolution of the current bureaucratic authority-based model dating from the 1920s. More important, the book is designed for practitioners, starting with public-sector executives, managers, and frontline workers. By weaving real-life examples into a coherent model, the authors have created a step-by-step guide for all those who would put the needs of citizens front and center. Nothing will do more to restore trust in government than solutions that work. A New City O/S: The Power of Distributed Governance puts those solutions within reach of those public officials responsible for their delivery.


Abstract

Crisis--whether natural disaster, technological failure, economic collapse, or shocking acts of violence--can offer opportunities for collaboration, consensus building, and transformative social change. Communities often experience a surge of collective energy and purpose in the aftermath of crisis. Rather than rely on government and private-sector efforts to deal with crises through prevention and mitigation, we can harness post-crisis forces for recovery and change through innovative collaborative planning. Drawing on recent work in the fields of planning and natural resource management, this book examines a range of efforts to enhance resilience through collaboration, describing communities that have survived and even thrived by building trust and interdependence. These collaborative efforts include environmental assessment methods in Cozumel, Mexico; the governance of a “climate protected community” in the Blackfoot Valley of Montana; fisheries management in Southeast Asia’s Mekong region; and the restoration of natural fire regimes in U.S. forests. In addition to describing the many forms that collaboration can take--including consensus processes, learning networks, and truth and reconciliation commissions--the authors argue that collaborative resilience requires redefining the idea of resilience itself. A resilient system is not just discovered through good science; it emerges as a community debates and defines ecological and social features of the system and appropriate scales of activity. Poised between collaborative practice and resilience analysis, collaborative resilience is both a process and an outcome of collective engagement with social-ecological complexity.

https://www.jstor.org/stable/j.ctt5hhd5b


Abstract

Focusing on business units (SBUs) in diversified firms, this study investigated the relationships among control systems, resource sharing, and competitive strategies and their interactive effects on SBU performance. Empirical results indicate that output control and high resource sharing are associated with higher effectiveness for a low-cost strategy and behavior control and high resource sharing are associated with higher effectiveness for a differentiation strategy.

http://www.jstor.org/stable/info/256325

**Abstract**

Local social service agencies throughout the world have begun encouraging or requiring social service providers to form community-based networks for the delivery of publicly funded social services. Little is known, however, about the nature of the resulting networks. In this article we develop a model of organizational, programmatic, and community influences on the size and scope of interorganizational networks for social service delivery. We then apply this theoretical framework to an empirical study of service delivery networks in the Family Preservation Program in Los Angeles County. Our findings suggest that the availability of potential partners in the community, the scope of required services, and the ethnic homogeneity of the client population are key determinants of network size. We develop the implications of the results for theories of partnership formation and for more effective management of network formation processes.


**Abstract**

As urban problems have increased in complexity, public decision makers face the seemingly insurmountable task of meeting the service needs of their citizens at an affordable cost. To help, they have begun to view partnerships with private (for-profit or nonprofit) organizations as offering the potential for improving the effectiveness and efficiency of service delivery. Little is known, however, about the circumstances under which these alliances form, the motivations for entering into such agreements, or the unique benefits and costs associated with these arrangements. Understanding these factors will allow us to more realistically align our expectations with the role that these alliances can reasonably be expected to play in the designs of service delivery systems and their performance.

http://books.google.com/books?id=AYJbPWJq7iAC&dq=%22institutions+and+planning%22+verma&printsec=frontcover&source=bl&ots=5YowB3ioZt&sig=ZYJreZKVO2ow4OI4gBTHRXudMh8&hl=en&sa=X&oi=book_result&resnum=1&ct=result#PPA175,M1


**Abstract**

The International Group for Policy and Program Evaluation (Inteval) serves as a forum for scholars and practitioners of public policy to discuss ideas and developments as a community dedicated to enhancing the contribution of evaluation to government. From the group's studies has emerged a concern with the impact of public management reforms. Collaboration in Public Services examines collaboration in the delivery of public policies and identifies the challenges for policy and program evaluation.

Written by a mix of academics, program managers, evaluators, and auditors, this volume explores the forms and challenges of collaboration in different national contexts.

**Abstract**

Although it is widely assumed that there has been a surge in the use of alternative service delivery methods, few empirical studies have examined the degree to which privatization actually has increased. This study examines the levels of privatization in cities over a 10–year period. The findings suggest that the use of privatization increased significantly between 1982 and 1992 for the 596 cities included in this inquiry.


**Abstract**

A study which compares six cities delivering the majority of their services via contracting arrangements with six cities of similar size and scale that do not and ranks them on the basis of productivity. The study found lower costs in contracting cities these differences were not found to be significant, although this may have been partly due to the small sample size.


**Abstract**

This concise, readable text focuses on privatization at the municipal level, blending theory with practical matters, and containing real-life examples of privatization. It presents the practical arguments and theoretical frameworks for and against using privatization, summarizes the evidence on efficiency between public and private organizations performing similar tasks, and includes numerous examples of privatization taken from the real-world of city management.


**Abstract**

This essay addresses challenges in evaluating collaboration by examining two distinct approaches to its measurement. Evaluators frequently assess collaboration on the basis of relationships, climate, and
expectations (RCE), and, less often, via extent of collaboration (EC). RCE measures are based on perceptions by coalition members regarding satisfaction with the collaboration, representativeness of the surrounding community, confidence in the leadership, and related areas. EC measures reflect more direct and concrete features of coalitions, such as regularity of communication and commitment of resources. An illustrative study of programs sponsored by a private foundation and a federal agency compares these approaches, finding that RCE and EC measures reflect different underlying features of collaboration and that higher levels of collaboration are likely to be found when evaluators use RCE indicators. Substantively, the study finds large differences in extent of collaboration across areas of operation within each program and a rarity of very high levels of collaboration in most areas. Both face validity and findings from the illustrative study suggest that EC is the more essential measure of collaboration. Comparison of these measures raises issues for both evaluation and grant making.

https://doi.org/10.1177/1098214017743813


Abstract

The conditions under which policy beliefs and influential actors shape collaborative behaviour in governance networks are not well understood. This article applies exponential random graph models to network data from Finland and Sweden to investigate how beliefs, reputational power and the role of public authorities structure collaboration ties in the two countries’ climate change governance networks. Results show that only in Finland’s conflictual climate policy domain do actors collaborate with those with similar beliefs and with reputational power, while only in Sweden’s consensual climate policy domain do public authorities play central impartial coordinating roles. These results indicate that conflict is present in a governance network when beliefs and reputational power determine collaboration and that it is absent when public authorities occupy central roles. They also suggest that relative success in climate policy action is likely to occur when public authorities take on network manager roles.

https://doi.org/10.1111/padm.12641


Abstract

The ability to create and sustain partnerships is a skill and a strategic capacity that utilizes the strengths and offsets the weaknesses of each actor. Partnerships between the public and private sectors allow each to enjoy the benefits of the other: the public sector benefits from increased entrepreneurship and the private sector utilizes public authority and processes to achieve economic and community revitalization. Partnership Governance in Public Management describes what partnership is in the public sector, as well as how it is managed, measured, and evaluated. Both a theoretical and practical text, this book is a what, why, and how examination of a key function of public management. Examining governing capacity, community building, downtown revitalization, and partnership governance through the lens of formalized public-private partnerships – specifically, how these partnerships are understood and sustained in our society – this book is essential reading for students and practitioners with an interest in partnership governance and public administration and management more broadly. Chapters explore partnering technologies as a way to bridge sectors, to produce results and a new sense of public purpose, and to form a stable foundation for governance to flourish.

**Abstract**

Governments have repeatedly claimed that collaboration improves public service outcomes. However, defining, achieving, and evaluating collaborative outcomes is often problematic. Analysis of multi-sectoral projects in Wales, which were supported by the European Social Fund, exemplifies these challenges. Shifts in policy discourses and the interplay between national and local agendas produced complex and contested understandings of outcomes which made difficult to evaluate the projects’ achievements. We argue that the pursuit of collaboration needs to be understood not simply as an attempt to improve public service effectiveness but also ‘cultural efficacy’. The conclusions offer reflections relevant for theory and practice.


**Abstract**

Strategic alliances, which are voluntary partnerships between firms on product, technology or service exchange, sharing and joint development, are structural tools that can accomplish various goals and thus can result in various performance outcomes. A number of potentially relevant issues concerning these alliances remain unexplored. Aside from the role of social networks on alliances, other social aspects further inform these arrangements. These include the greater inclination of senior managers towards alliances, which may be either due to direct experience or to vicarious knowledge of them, and the creativity of alliances in terms of manner and magnitude. The question of where alliance competencies lie in an organization has not likewise received much attention, as are major conflicts within individual and across multiple alliances.


**Abstract**

This paper unpacks two underspecified facets of collaboration: cooperation and coordination. Prior research has emphasized cooperation, specifically partners’ commitment and alignment of interests, as the key determinant of collaborative success. Scholars have paid less attention to the critical role of coordination—the effective alignment and adjustment of partners’ actions. To redress this imbalance, we conceptually disentangle cooperation and coordination in the context of inter-organizational collaboration, and examine how the two phenomena play out in the partner selection, design, and post-formation stages of an alliance’s life cycle. As we demonstrate, a coordination perspective helps resolve
some empirical puzzles, but it also represents a challenge to received wisdom grounded in the salience of cooperation. To stimulate future research, we discuss alternative conceptualizations of the relationship between cooperation and coordination, and elaborate on their normative implications.

https://journals.aom.org/doi/abs/10.5465/19416520.2012.691646


**Abstract**

The paper shows how the time considerations - especially concerning contract duration - affect incomplete contract theory. We consider a bilateral trade setting where contracting, investment, trade, and renegotiation take place in continuous time. Time is not only a dimension along which the relationship unfolds but also a continuous verifiable variable that can be included in contracts. We show that incentives for efficient investment can be provided either through a chain of constantly renegotiated fixed-term contracts; or through a renegotiation-proof 'evergreen' contract - a contract of indefinite duration that includes an option of unilateral termination with advance notice. We provide a detailed analysis of properties of optimal contracts.


**Abstract**

Existing research stops short of explaining why nonprofit organizations develop certain forms of collaborations instead of others. In this article, the authors combine resource dependency, institutional, and network theories to examine the factors that influence the likelihood that nonprofit organizations develop formal types of collaborative activities vis-à-vis informal types. Based on the survey data of 95 urban charitable organizations, the study has found that an organization is more likely to increase the degree of formality of its collaborative activities when it is older, has a larger budget size, receives government funding but relies on fewer government funding streams, has more board linkages with other nonprofit organizations, and is not operating in the education and research or social service industry.

http://nvs.sagepub.com/cgi/content/abstract/34/3/340


**Abstract**

Collaboration is commonplace in contemporary public administration. In many instances, policy mandates collaboration between previously unconnected organizations for those organizations to obtain essential funding for public services, thus creating new administrative structures grounded in collaboration. There exists substantial research that focuses on the collaborative process and potential
outcomes of these structures, yet their emergence and development is less understood. The Housing and Urban Development (HUD) continuum of care (CoC) model is one such collaborative structure that has been the dominant administrative service delivery system used to address homelessness in the United States since the early 1990s. A historical analysis reveals that policy feedback effects help explain the emergence and persistence of the CoC model from before its origin to its eventual codification in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009. A policy feedback perspective of the CoC model demonstrates how the interplay of policy, politics, and administration led to a mandate to collaborate to address a large-scale social problem.

https://doi.org/10.1177/0275074017729877


Abstract

Governance increasingly relies on intergovernmental and intersectoral collaboration in providing public services. This research reports perceptions of state representatives to the multistate collaborative Drug Effectiveness Review Project about the importance of factors influencing successful collaboration. Findings reveal state motivation to collaborate is closely tied to project governance and suggest how future efforts might be structured to achieve success. Among other factors, a disconnect between ends and means allows the process to function objectively; objective production of drug effectiveness information and subjective use of information in state policy decisions are distinct processes, reducing conflict that might otherwise jeopardize project sustainability.

https://www.jstor.org/stable/41634281


Abstract

This chapter discusses the cooperative/collaborative governance model of governance for urban areas. A major cost in time and effort that dooms the cooperative arrangement can be dividing the costs and benefits so that all parties are satisfied. There are two aspects to the cooperative/collaborative model. One is cooperation among local governments. The other is collaboration with nongovernmental actors and organizations. Cooperative agreements can solve service delivery problems without changing the basic structure of the local government system and without significantly restricting the freedom of action or autonomy of the recipient governments. Cooperative/collaborative governance is rapidly becoming a worldwide phenomenon. A vigorous and vibrant civic sector and business involvement are essential for a nation to develop and prosper. This is the collaborative aspect of the international relations model. The European Union is the preeminent example of collaborative governance among independent countries.


Abstract

We examine two related questions that are key for understanding collaborative outcomes in complex governance systems. The first is the extent to which collaboration among policy actors depends upon their joint participation in policy forums. The second is how the scales at which these forums operate conditionally affect the likelihood of collaboration. We address these questions using data from a recent survey on actors’ collaborative interactions as well as their participation in climate change adaptation policy forums in the Lake Victoria region in East Africa. Exponential random graph models show that actors are more likely to collaborate if they jointly participate in policy forums. However, this effect weakens at progressively higher spatial levels at which forums operate. Similarly, collaboration is less likely among actors jointly participating in forums that sponsor decision making at the higher collective choice level rather than lower operational choice level. While policy forums may catalyze collaboration, our findings suggest that their capacity to do so may be subject to scale-dependent transaction costs of political contracting.

https://doi.org/10.1111/psj.12224


Abstract

Collaboration among local governments occurs through a range of mechanisms, which vary in degree of formality from contracts and ad hoc agreements to full consolidation. Prior work indicates that local decision makers favor formal mechanisms when expected gains from less formal collaboration may not be realized. This article explicates the concept of collaboration risk, treating it as a product of the likelihood that collaboration fails and the severity of consequences should failure occur. We examine how characteristics of a local service contribute to collaboration risk and thereby influence the choice to consolidate service delivery. Focusing on the case of drinking water provision, we identify physical and financial features of service delivery that contribute to the likelihood and severity of collaboration failure. Drawing on seven case studies of water system consolidation, we then analyze the importance of these service characteristics in the choice to enter into consolidation agreements.

https://doi.org/10.1093/ppmgov/gvz017


Abstract

Using the fire and rescue service (FRS) sector in Sweden as a case, this paper examines actors who engage in tasks that go beyond their traditional policy areas, and considers how their roles are shaped when interacting in new structures. This paper addresses two cross-sector collaborative practices: a) collaboration between the FRS and homecare nurses; and b) collaboration between the FRS and private security firms. The results show that discretion, occupational identity, expert-role expectations, and personal motivation are central to understanding how new frontline actor roles emerge and how they act within these collaborative arrangements.

Abstract

There are growing pressures for the public sector to be more innovative but considerable disagreement about how to achieve it. This article uses institutional and organizational analysis to compare three major public innovation strategies. The article confronts the myth that the market-driven private sector is more innovative than the public sector by showing that both sectors have a number of drivers of as well as barriers to innovation, some of which are similar, while others are sector specific. The article then systematically analyzes three strategies for innovation: New Public Management, which emphasizes market competition; the neo-Weberian state, which emphasizes organizational entrepreneurship; and collaborative governance, which emphasizes multiactor engagement across organizations in the private, public, and nonprofit sectors. The authors conclude that the choice of strategies for enhancing public innovation is contingent rather than absolute. Some contingencies for each strategy are outlined.


Abstract

This study extends research on Institutional Collective Action by testing a transaction cost explanation for self-organising economic development agreements between US cities. We offer a unique contribution to this literature by identifying how these agreements between cities with similar political institutions mitigate the transaction costs of collaboration, and how characteristics of these agreements combine with political institutions to shape collective action. The results of an empirical analysis of data collected through a survey of local officials suggest the alignment of high-powered political incentives between cities mitigates the coordination and division problems of forming a joint venture. Agreements that enable elected officials to distribute the benefits of an agreement are also found to moderate this effect.


Abstract

In the 21st century governments are increasingly focusing on designing ways and means of connecting across boundaries to achieve goals. Whether issues are complex and challenging – climate change, international terrorism, intergenerational poverty – or more straightforward - provision of a single point of entry to government or delivering integrated public services - practitioners and scholars increasingly advocate the use of approaches which require connections across various boundaries, be they organizational, jurisdictional or sectorial. Governments around the world continue to experiment with
various approaches but still confront barriers, leading to a general view that there is considerable promise in cross boundary working, but that this is often unfulfilled. This book explores a variety of topics in order to create a rich survey of the international experience of cross-boundary working. The book asks fundamental questions such as: What do we mean by the notion of crossing boundaries? Why has this emerged? What does cross boundary working involve? What are the critical enablers and barriers? By scrutinizing these questions, the contributing authors examine: the promise; the barriers; the enablers; the enduring tensions; and the potential solutions to cross-boundary working. As such, this will be an essential read for all those involved with public administration, management and policy.


Abstract

A partial redirection is proposed for the activities of ASPA's Section on International and Comparative Administration (SICA) as it enters its second quarter century. Implicit in the SICA mission is the task of integrating the study and practice of comparative and international administration, but much remains to be done in bringing about closer collaboration than has been achieved in the past between specialists in these two subfields.

https://www.jstor.org/stable/976887


Abstract

Collaboration is commonly used to deliver public services that reach beyond the capacities of independent organizations. Much of the literature has been concerned with understanding the types of collaborative processes that are associated with successful collaboration. Yet, few scholars have studied how these design features unfold or evolve over time. We fill this gap through a study of a collaborative environmental management process—the South Florida Ecosystem Restoration Task Force—over a 10-year period. Using data coded from the Task Force’s meeting minutes, we examine three key elements of successful collaborative processes in the literature, including internal governance and administration, internal communication, and external communication. To complement our coded data, we also rely on interviews with collaborative participants and contextual information from news media and secondary sources. From our 10-year analysis, we develop propositions about the evolution of collaborative processes, which can provide a foundation for theory development and testing in other cases.

https://doi.org/10.1177/0275074014544196


Abstract
The five books reviewed here substantiate their statement. Three of them concentrate on what most of us normally think of when we think of privatization—that is, the contracting out of local public services to profit-seeking companies—but the remaining two are different; one is far broader in scope, and the other is far narrower. This review begins with the broader book, and ends with the one.

https://doi.org/10.1111/1540-6210.00188


**Abstract**

As the realm of public service and its relative partnerships (both social and economic) continues to change, so must the leadership charged with managing it. Gone are the days when a single government purview was sufficient for managing public service delivery, focused on preconceived notions of what citizens supposedly want. Public value and the lens of the public service professional must be wide enough to encompass the public–private sector partnerships that foster routine service delivery as well as concepts that help move it forward. A well-rounded public service professional needs a well-rounded educational foundation, creating the ability to operate in any economic sector. In this article, we discuss public value co-creation in the context of public trust, the value-based agenda and participatory governance. We then present findings from the General Social Survey and suggest a pedagogical approach to preparing future public administrators for the public value co-creation.

https://doi.org/10.1177/0144739419851154


**Abstract**

Despite considerable progress in research related to network organizations in recent years, current understanding seems to be more concerned with the reasons why the network mode may be a superior mode of governance, but there is limited understanding of how networks are governed. This study contributes to narrowing this knowledge gap. Moreover, the article contributes to the debate over how networks are governed by identifying governance mechanisms for multi-party collaboration of public organizations. A qualitative methodology based on conversational interviews is used in the cross-case setting consisting of six non-profit multi-party networks including governmental, university and private organizations.

https://doi.org/10.1007/s11115-014-0293-8


**Abstract**

Managing disasters generally demands multiorganizational collaboration and collaborative skills. In Turkey, observed shortcomings in disaster management collaboration prompted a reorganization of the disaster management system that led to the emergence of a centralized hybrid network. The network
governance literature generally heralds decentralized organization and shared network governance, which facilitate collaboration by maximizing trust and legitimacy and minimizing power imbalances. Through the use of 24 semi-structured interviews, this article’s objective is to assess the applicability of prior theoretical assumptions regarding interorganizational collaboration in a political-administrative context different from that in which they were originally developed. The study contributes to the theoretical discussion about how political-administrative system attributes might influence interorganizational disaster management collaboration. The results suggest that ‘tailor-fitting’ interorganizational network designs to the political-administrative culture can be beneficial for collaborative disaster management. Furthermore, results suggest that more effort should be devoted to examining cases where actors manage to overcome barriers to collaboration despite challenging institutional and political-administrative landscapes.

https://doi.org/10.1111/padm.12203


Abstract

Local government managers continue to face an array of challenges that have created the opportunity for new and innovative ways to achieve high quality and less expensive service delivery in their communities. Many such innovative efforts have emerged as part of some form of collaboration by the local governmental jurisdiction with private, nonprofit, or other public entities. This article provides a perspective to highlight important factors local officials should bear in mind in deciding which services might benefit from such collaborations, as well as which form of collaboration might be most likely to help a community achieve its goals.

http://www.jstor.org/stable/24639176


Abstract

Processes of collaborative governance, also known as network structures or joined-up approaches, have been embraced increasingly by policy makers responding to complex and intractable problems. In 2015, a collaborative governance approach was applied in New South Wales to facilitate settlement of 12,000 additional refugees from Syria and Iraq, under the leadership of the Coordinator General for Refugee Resettlement, Peter Shergold. This article examines the success of the initiative, using criteria drawn from collaborative governance and meta-governance literature and evidence from interviews with people working in the refugee sector who were involved in the project. The article concludes that initiative has improved the experience of newly arrived refugees, and identifies some reasons for success, including the existence of a facilitative or collaborative leader. It argues that greater emphasis in collaborative theory be placed on individual capacity, given such a leader’s ability to influence both interpersonal and structural determinants of policy success.

https://doi.org/10.1080/10361146.2019.1686116

Abstract

This study explores the potential of crowdfunding as a tool for achieving “citizen co-funding” of public projects. Focusing on philanthropic crowdfunding, we examine whether collaborative projects between public and private organizations are more successful in fundraising than projects initiated solely by private organizations. We argue that government involvement in crowdfunding provides some type of accreditation or certification that attests to a project’s aim to achieve public rather than private goals, thereby mitigating information asymmetry and improving mutual trust between creators (i.e., private sector organizations) and funders (i.e., crowd). To support this argument, we show that crowdfunding projects with government involvement achieved a greater success rate and attracted a greater amount of funding than comparable projects without government involvement. This evidence shows that governments may take advantage of crowdfunding to “co-fund” public projects with the citizenry for addressing the complex challenges that we face in the twenty-first century.

https://doi.org/10.1016/j.giq.2018.11.009


Abstract

Purpose – The purpose of this paper is to use the New Zealand electricity industry as a case study to describe and understand the importance of collaborative relationships in coping with the changes faced by sectors of the industry over the last two decades. Design/methodology/approach – A multi-method qualitative approach is used to investigate the nature of industry relationships. Data were collected through two-phase in-depth interviews with key electricity employees. Secondary documents and archival records were used to support participant contributions. Findings – The research finds that the majority of the collaborative relationships in the New Zealand electricity industry are —forced. Nevertheless, and despite the preclusions of competition, relationships continue to support the strategic imperatives of firms and form an important component of firm-level operation. Originality/value – The study provides an understanding of collaboration within a new contextual setting – the New Zealand electricity industry. To the best of one's knowledge, no other study has attempted to assess the importance of collaboration on these industry players. The qualitative analysis undertaken made it possible to discover insights that would not have emerged from more commonly used quantitative methodologies.


Abstract
While the literature on collaborative governance is voluminous and growing, empirical studies that test differing explanations for the success of local government to local government collaborations across policy sectors are not common. This kind of study is important, however, because local government-to-local government collaborations may very well have distinctive dynamics, and they are likely to expand in the future as local officials work to develop broad collaborative strategies that extend across policy areas. In this article, we investigate the development and extent of goal achievement in eight cases of this type of collaboration in northeast Ohio. Our investigations illustrate the dynamics of progress for interlocal collaborations, while yielding evidence of goal achievements within four years in six of our eight cases. We also evaluate theoretically derived variables using a Boolean algebraic comparative case study approach, and find that external incentives provided by grants and mandates are consistently associated with at least some level of goal attainment. We also find that the combination of external incentives and past interactions leading to trust consistently predicts success among the cases in our sample. While our findings are preliminary and limited to northeast Ohio, they suggest that promising inter-governmental collaborations can yield benefits within reasonable periods of time.

https://doi.org/10.1111/juaf.12204


Abstract

The growing field of collaborative governance has long sought to explain processes of collective decision making. Insights from institutional analysis highlight the influence of rules in shaping collective decisions. Yet, less is known about how such rules are created; in other words, how collaborative organizations decide how to decide. By drawing on concepts from Cultural Theory, we examine the connections between worldviews and decision rules across four collaborative watershed organizations in Ohio, United States. Results from this comparative case analysis indicate correlations between the group dimension of worldview and decision rules about choice, as well as between the grid dimension of worldview and two different types of decision rules, choice and aggregation. These results highlight the explanatory value of integrating aspects of Cultural Theory with the Institutional Analysis and Development framework. Results also suggest how governments might more effectively engage with collaborative organizations.

https://doi.org/10.1111/psj.12279


Abstract

Collaborative leadership has been widely discussed in the theory of public-sector leadership and public collaborative governance studies. Based on the survey data of a public service agency in Taipei City Government, Taiwan, this study used path analysis to test the effect of four dimensions of collaborative leadership on the perceived organizational performance, and applied multidimensional scaling (MDS) method to estimate the dimensions of collaborative leadership and their structural relations. Findings of the empirical analyses support our hypotheses about the dimensions and influence of collaborative leadership and contribute to the theories of public-sector leadership. Public employees’ collaborative
leadership skills facilitate their acceptance of organizational rules and their perceived organizational performance. Implications of these findings are presented in the discussion and conclusion.

https://doi.org/10.1177/0734371X15623619


Abstract

In light of recent disasters, it is evident that more research is needed to understand how organizations can effectively coordinate disaster preparedness, mitigation, response, and recovery efforts. This research assesses the effectiveness of interorganizational coordination and collaboration in response to the Boston Marathon bombings. After reviewing the major changes in federal emergency management policies and frameworks since September 11, 2001, this article applies a social network analysis to compare the disaster response networks embodied in formal disaster preparedness plans with the actual response networks. Data come from content analyses of the Boston Emergency Operations Plan, national and local newspaper articles, after-action reports, and situation reports. The timely response to the bombings is attributable to long-term institutionalized planning efforts; multiple platforms established for frequent interorganizational interactions through formal plans, training, and exercises prior to disasters; and an integrated communication system.


Abstract

This study aims to answer the following research question: how do collaborative networks affect the performance of individual policy actors embedded in the network? We examine this question with a unique dataset on water governance in Dongguan city, China. We hypothesize that collaborative network affects the environmental performance of policy actors through a social influence mechanism, and that the performance of an ego actor will emulate that of alters in the network. We test this hypothesis by estimating network/spatial autoregressive models, and the results confirm the presence of a social influence effect.

https://doi.org/10.1080/14719037.2020.1795229


Abstract

Taiwan is situated less than 200 kilometers from the first COVID-19 outbreak state, China, and it has millions of international visitors yearly. Taiwan’s collective efforts to block and eliminate the invisible enemy (COVID-19) from the island have resulted in relatively low infection and death numbers and have been hailed as a successful anomaly amid the global pandemic. This review provides some background on
the systems and organizations that helped Taiwan streamline a task force (command center) in a timely manner to launch related initiatives, mobilize the public, and engage private resources to implement strategies and policies that were further enhanced by collaborative behaviors and volunteers. Even subject to threatening conditions such as cruise ship stopover and numerous foreign immigrant workers, there were no outbreaks of community infection in Taiwan similar to those in Singapore, Japan, and other countries. Taiwan’s successful measures offer a good example for future comparative studies.

https://doi.org/10.1111/puar.13239


Abstract

Whether dealing with Public-Private Partnerships (PPP), or with other forms of service provision and delivery, public managers face difficulties in responding to ever-growing demands for more and better quality services. The question of how to do more, but without doing more of the same, can perhaps be answered partially through the use of some of the recently developed and innovative tools that build on Web 2.0 and by the application of Citizen Relationship Management. This article discusses a simple input-output Public-Private-Citizen Collaboration (PC2) framework which reflects the collaborative interactions through which public and private stakeholders can exchange and process information with citizens. The framework highlights the need for genuine involvement of the public and suggests that by utilising new Web 2.0-based tools citizens can participate both in the processes of creating and crafting web-based content and in enhancing service design. If used in relation to PPPs such tools may very well be able to help governments access much needed information so as to both better visualise and actualise public value in PPP-based service delivery.


Abstract

Interorganizational collaboration is not an easy process to implement successfully, yet it is becoming a significant means of achieving organizational objectives in turbulent environments. Creating Collaborative Advantage draws on the work of authors with a high level of relevant experience, providing a thought-provoking and highly accessible introduction to this new concept. The book begins by developing a framework of key dimensions for understanding collaboration. It highlights the differing rationales and contexts involved and the range of elements that need to be explored before embarking on collaborative endeavors. Next, the volume focuses on collaboration in practice. It examines the problems that can occur when different aims, cultures, procedures, power resources, and professional languages cross organizational boundaries, paying close attention to the importance of creating and sustaining value for the participants in these contexts. Finally, the book addresses the processes of acting as facilitator to collaborative groups, discussing how and why a third-party facilitator role can be helpful, and exploring the various processes and techniques that can be used. Creating Collaborative Advantage is invaluable reading for students and professionals in strategic management, public sector management, management science and operations research, and general management.


**Abstract**

Inter-organizational collaboration has been argued to present as many complex challenges as it tries to solve. In this paper, we explore the role of tradition in these challenging and problematic contexts. In particular, we are concerned with the ways in which traditions emerge, endure or change in relationship with (and in the context of) collaborative structures. Our research in three collaborative situations indicates that traditions can be found at work in collaboration at a range of temporal depths amongst overlapping groups, networks and societal structures. Through the characterization of the different temporal depths of traditions and their relationship to collaborative structures, this paper develops a theory of the role of tradition in collaboration. In particular, through drawing out the effects of the different forms of tradition in collaborative network structures, this study also yields insights for the theory and practice of interorganizational collaboration.


**Abstract**

This article presents the Interpretive Clustering Approach to theory building from Research Oriented Action Research data as a means of creating theory to support the reflective practice of public managers. Tenets about the nature of theory suitable for supporting reflective practice are developed and discussed; these relate to recognizability, generalizability, creativity and integrity. The characteristics required of the approach to allow it to satisfy the tenets are explored. In the process of this exploration several methodological concepts are introduced including notions of faithfulness, possibilities, tentative relevance, cautious certainty, forcing the rhetoric, inclusion of examples and attractive conceptual tags.

https://www.tandfonline.com/doi/abs/10.1080/14719037.2010.532964


**Abstract**

This paper addresses the collaboration and partnership between public and nonprofit organizations under the new governance paradigm in public administration, particularly in building neighborhood information systems (NISs). An NIS is a hybrid application of geographical information system and web technologies that provides demographic, social, and economic information to community stakeholders. The NIS is an innovative information technology (IT) tool to enhance local governance. In developing an NIS, local governments, nonprofits, universities, and foundations must work together. This paper examines what types of partnership models work better for NIS development. The findings of this study suggest that developing an effective NIS requires a collaborative environment and strong managerial leadership. This paper also suggests that IT innovation tools in turn can facilitate collaborative governance.

https://doi.org/10.1080/12294659.2017.1368005

**Abstract**

Collaboration has become a key element of governments’ efforts to address complex policy problems as well as of attempts to revitalise democracy. Depending on what public agencies want to achieve by engaging in collaboration – whether collaboration is intended to gain support for public policymaking, induce voluntary actions by stakeholders, or something else – collaborative governance will have to mean very different things. Collaborative governance needs to be made fit for purpose. Drawing on the literature and a case study of road safety governance in Sweden, the article theorises on the interplay between strategic purpose and institutional design in collaborative governance and shows how two types of strategic purposes – policy support and voluntary actions – determine appropriate choices of institutional designs. This generates important insights that contribute to understanding institutional diversity and factors important to the success or failure of collaborative governance, and can aid practitioners who are designing collaborative forums within various policy fields.

https://doi.org/10.1017/S0143814X2000029X


**Abstract**

The problematic collaboration between the Commodity Futures Trading Commission and the Securities and Exchange Commission is a recurrent issue in U.S. financial regulatory reform. For enhanced interagency collaboration, this study deals with the important but neglected issue of cultural differences between the agencies, departing from the typical structural and legal viewpoints. As the result of a qualitative analysis, the study found substantive cultural differences between the agencies in terms of three categories: priority of mission, attention to information disclosure, and dominant professional culture. This finding implies that the limited collaboration between the agencies probably has resulted from their cultural differences, and that such cultural differences should be reconciled to improve collaboration in the future.

https://www.tandfonline.com/doi/abs/10.1080/12294659.2013.10805255


**Abstract**

In an era of rapid change, uncertainty, and hyperpartisanship, when wicked problems abound, tools for solving public problems are more essential than ever. The authors lay out a new theory for collaborative practice in planning, public administration, and public policy. Planning with Complexity provides both theoretical underpinnings and extensive case material on collaboration and offers ways of understanding and conducting effective practice. Collaborative rationality means collaboration that is inclusive, informed, grounded in authentic dialogue, and that results in wise and durable outcomes. The scholar-practitioner author team builds on more than 40 years of research, teaching, and practice addressing environmental issues, housing, and transportation. This second edition updates the case studies and adds
new examples reflecting the global spread of collaborative practices. It builds on insights that have recently emerged in the literature. More than 75 new references have been incorporated, along with new tables. This book is essential for students, educators, scholars, and reflective practitioners in public policy fields in the 21st century.


**Abstract**

Purpose: Studies of multi-sector collaborations have increased in recent years. However, the topic is still complex and lacks synthesis. Toward that end, the purpose of this paper is to investigate how collaboration is addressed in the public administration and nonprofit sector journals, and applies well-established strategic decision-making theories to shed light on possible research directions that would provide rigor to the field of collaboration. Design/methodology/approach: The authors conduct a literature review of the top nonprofit and public administration journals, believing these most likely to contain articles on the topic of multi-sector collaboration. Findings: The authors identify a number of themes, including need for clarity, temporality, call to collaborate, funding, partnering issues and processes, benefits of collaboration across three different collaborative types. Originality/value: The authors embed well-known strategic decision-making theories into the themes emergent from this review and offer suggestions as to how future researchers may test strategic decision-making processes within multi-sector collaborations.

https://doi.org/10.1108/MD-06-2015-0237


**Abstract**

This article examines the road that network scholarship has followed in Public Administration. We look at the historical drivers of the use of networks in practice and scholarship in the field and discuss how that has shaped the current literature. The body of the article focuses on the current challenges that network scholars face in the discipline, specifically basic theoretical issues, knowledge about formal networks, knowledge about informal networks, and methodological issues. We close the article with a look to the future and some suggestions for the future of network scholarship in Public Administration.

https://doi.org/10.1093/jopart/muq061


**Abstract**
This comparative study explores how policy enables and constrains collaborative leadership in two very different policy fields in welfare and environmental domains. It adopts a policy studies lens to understand how over the long-term policy content structures the environment for collaborative working, leverages joint action, authorises sources of leadership and delineates roles and responsibilities. The authors argue that policy is not simply a context for collaborative leadership in the public domain, but rather a source of leadership itself as it sets direction for collaborative working, establishes the boundaries of power-sharing, and consequently limits what it is possible for actors to achieve. The paper highlights the value of research at the intersection of policy and public management studies, and urges public managers and policy-makers seeking to develop collaborative leadership to attend to the historical development and breadth of a policy field, rather than simply the latest policy announcements.

https://doi.org/10.1080/01900692.2019.1669176


Abstract

This paper draws on the findings from a research project on partnership arrangements between the police and housing departments on three Australian public housing estates to tackle problems associated with illicit drug activity and anti-social behaviour (ASB). The analysis focused on the setting up of the partnerships and the interactions that followed from these institutional arrangements. The assumption that informs the paper is that when studying partnerships there is a need for a more critically framed analysis. The temptation to posit ‘a successful model’ of what partnership entails and then to judge practices in relation to this model is considerable, but it inevitably falls into the trap of constructing a narrative of partnership success or failure in terms of individual agency (that is, the degree of commitment from individuals). The analysis undertaken in this paper has therefore sought to fathom a more complex set of organizational processes. Rather than confine the discussion to issues of success and failure, the study foregrounds the subjective accounts of individuals who work within partnership and the constraints they encounter. The paper therefore makes explicit the cultural tensions within and across agencies, contestation as to the extent of the policy ‘problem’, and the divergent perspectives on the appropriate modes of intervention.


Abstract

Purpose. To examine the implementation processes and outcomes of collaborative governance initiatives through the lens of bureaucratic politics. Design/methodology/approach. An in-depth single case study research design with 28 embedded cases to study the implementation of a collaborative governance initiative. This paper uses the analytical technique of process tracing to explicate necessary and sufficient conditions to uncover causal mechanisms and confirm descriptive and causal inferences. Findings. This study finds that when street-level bureaucrats perceived the collaborative initiative as a health intervention (and not as a collaborative initiative), it resulted in low levels of stakeholder participation and made the collaborative initiative unsuccessful. This paper finds that bureaucratic politics is the causal mechanism that further legitimized this perception resulting in each stakeholder group avoiding
participation and sticking to their departmental siloes. Research limitations/implications. This is a single case study about a revelatory case of collaborative governance implementation in India, and findings are analytically generalizable to similar administrative contexts. Further research is needed through a multiple case study design in a comparative context to examine bureaucratic politics in implementing collaborative initiatives. Practical implications. Policymakers and managers need to carefully consider the implications of engaging organizations with competing institutional histories when formulating and implementing collaborative governance initiatives. Originality/value. This study’s uniqueness is that it examines implementation of collaborative governance through a bureaucratic politics lens. Specifically, the study applies Western-centric scholarship on collaborative governance and street-level bureaucracy to a non-Western developing country context to push the theoretical and empirical boundaries of key concepts in public administration.

https://doi.org/10.1108/IJPSM-07-2019-0194


Abstract

Recently, there has been a growing interest in the development of collaborative relationships between organizations. Much attention has been given to how organizations—expand the pie of benefits between them; however, there is little that addresses the ensuing issue: how organizations divide the expanded pie. The author examines the relational impact of pie sharing in complex collaboration contexts marked by uncertainty in resources and output, information asymmetries, intangible aspects, and noncomparable factors and processes. The author develops a conceptual framework that examines how the use of equity and equality sharing principles in conjunction with various resource and organizational conditions can be used to affect relational outcomes systematically. Survey results of 300 research and development managers, scientists, and engineers indicate that sharing principles can have a positive or negative effect on the relationship depending on the type of sharing principle used and the characteristics of the resources and organizations. In particular, sharing processes should be responsive to the goals of the collaboration. The results underscore the strategic nature of the sharing phenomenon as well as the importance of relational concerns in complex and uncertain interorganizational settings.

https://www.jstor.org/stable/1558573


Abstract

Purpose. The paper illustrates how accountability of collaborative governance was constituted in the context of disaster managerial work carried out by the Government, local authorities, and Maori community organisations, after the 2010–2011 Canterbury earthquakes in New Zealand. Design/methodology/approach. A case study detailing the communitarian approach to disaster recovery management by a nationalised Maori earthquake response network is contrasted with the formal emergency management infrastructure’s response to the Canterbury earthquakes. Findings. Critical analysis of the effectiveness and failures of these approaches highlights the institutional and cultural political issues that hinder the institutionalization of collaborative and accountable governance in the
fields of disaster risk reduction and emergency management. Research limitations/implications. The paper contributes to the accountability research and practice in general and disaster accountability in particular by addressing a more multifaceted model of ‘accountability combined with collaborative governance’ as a way to build on and critique some of the seemingly more narrow views of accountability.

Originality/value. The study presents rare insights on the interactions between formal and community level accountability and collaborative governance in the context of New Public Governance (NPG).


Abstract

Trust, which occurs at the organizational and interpersonal levels, is generally believed to be important for the success of interfirm relationships. We explore the effects of interaction between the two types of trust on negotiators' motivation to solve problems of adaptation in relational contracting. What we find is that too much trust is as bad as too little. Solutions are furthest from optimal when both organizational and interpersonal trust are high or both are low.


Abstract

The author analogizing the U.S. Department of Homeland Security to a corporate conglomerate consisting of multiple, formerly independent operating units with little in common and even less history of cooperation. This response to Charles Wise prescribes the —bitter medicine— of interoperable communications. The critical function of assuring homeland security and disaster preparedness cannot depend on the uncertain trajectory of adaptive response.


Abstract

This paper examines the effect of coordination patterns and administrative arrangements on the accomplishment of policy goals in the delivery of employment and training services under the Job Training Partnership Act (JTPA). JTPA is carried out in an intergovernmental, multiorganizational setting in which state and local JTPA administrative entities must obtain the support of a variety of other administrative agencies if JTPA goals are to be achieved. The act requires that employment and training coordination plans be written at both the state and local levels to link the activities of these disparate organizations. The organizations themselves have primary missions that overlap, but are not identical.
Requirements and written plans are no guarantee that coordination will occur; even if it does, there is no guarantee that it will improve performance.

https://www.jstor.org/stable/977551


Abstract

Faced with unprecedented socioeconomic changes, China has increasingly embraced collaborative governance (CG), the sharing of power and discretion between and within public, private, and nonprofit sectors for public purposes. This book analyzes new areas of CG development such as environmental protection, disaster response, and infrastructure.


Abstract

This article is a summary of the conference “Collaboration Among Government, Market, and Society: Forging Partnerships and Encouraging Competition.” The article discusses themes that emerged from the conference including governance in transition, managing collaboration, collaboration in specific areas, government-market-society relation, collaboration in developing and transitional counties, and collaborative governance in China.

http://www.jstor.org/stable/24033395


Abstract

Social service contracting between governments and nonprofit organizations has received increasing popularity in China and has aroused enthusiasm in engaging nonprofit organizations in governance issues. This study argues that service contracting, driven by New Public Management tenets, may unexpectedly evolve toward collaborative governance (CG) by creating and consolidating necessary conditions of CG. Practices in Shanghai present evidence that governments and contracting nonprofits jointly make decisions, enforce regulatory functions, set rules, and improve community governance. The analysis shows that over time contracting may lead to generation of mutual trust, acquisition of governing resources, and consolidation of collaborative accountability. The evolutionary perspective provides not only a contingent way to develop CG in a context of heavy social control but also a theoretical link between New Public Management and New Public Governance.

https://doi.org/10.1002/pad.1797

**Abstract**

Successful adoption of collaborative service delivery requires that governments develop better capacity to handle potential pitfalls. In this essay, Yijia Jing of Fudan University and E. S. Savas of the City University of New York provide a framework that compares and contrasts the management practices in China and America. Both nations favor collaborative service delivery and engage in it extensively. Can China’s state-affiliated strategy and the United States’ competition-oriented strategy both work effectively? Such distinct systems, embedded in vastly different socioeconomic and political institutional environments decisively influence the effectiveness of collaborative service delivery management in the two countries.


**Abstract**

Using a sample of U.S. counties, this article explores the relationships between community level resilience, represented by capacity (social capital), information (uses of technology), and motivation (perception of threats to county) on the one hand, and county levels of emergency management (EM) collaboration on the other. We hypothesize that the greater relative presence of bridging social capital networks will be associated with greater levels of collaboration in county EM planning, while the greater relative presence of bonding social capital networks will be associated with lower levels of collaboration. Results indicate that first there are two collaborative environments to assess—the formal and informal—and, second, the presence of political networks (seen as predominantly bridging) relative to the presence of religious networks (viewed as predominantly bonding) has a significant and positive effect on informal collaboration levels, but not on formal collaboration levels. These findings provide insight into how community context in the form of network social capital matters for collaborative EM planning efforts. These results add to prior research that focuses primarily on organizational and institutional sources of collaboration and much less on the community level contextual factors at play.

https://doi.org/10.1177/0275074013504127


**Abstract**

Facilitators that use a collaborative governance approach are regularly pushed, mandated, or naturally desire to achieve broad inclusion of stakeholders in collaborations. How to achieve such inclusion is an important but often overlooked aspect of implementation. To fully realize the value of collaborative governance, we investigate how institutional design choices made about inclusion practices during the critical early stages of collaboration affect stakeholders’ expectations of each other’s contribution to a civic program and subsequently influences collaboration process outcomes. Informed by field
observations from uniquely successful community health programs, we identify two institutional design choices related to inclusion that are associated with favorable group outcomes. The first design process uses time instrumentally to build trust and commitment in the collaboration, whereas the second design process includes new participants thoughtfully to limit their risk exposure. Based on experimental economics, strategic behaviors of stakeholders are formalized as a minimum effort coordination game in a multiagent model. A series of simulated experiments are conducted to gain fine-grained understanding of how the two design processes uniquely engender and reinforce commitment among stakeholders, minimize uncertainty, and increase the likelihood of positive process outcomes. For practitioners, the findings suggest how to navigate collaboration tensions during the early stages of their development while still respecting the competing need for stakeholder inclusiveness. The theoretical framework and the multiagent method of this study embrace the complexity of collaborative processes and trace how each intervention uniquely contributes to increases in trust and commitment.


Abstract

Privatization and contracting out have enjoyed widespread popularity in the current climate of government reform. Frequently, privatization and contracting initiatives are pursued because they are consistent with popular political positions. Among the political benefits of privatization is credit claimed by elected officials—including governors—for reforming and shrinking government, thereby reducing taxpayer burdens. For administrative leaders, benefits include gubernatorial approval and support. Yet the rhetoric of capturing market efficiencies through privatization and contracting often masks the reality of administrative "load shedding" and the management challenges that accompany the transition.

https://www.jstor.org/stable/977422


Abstract

The nature of work and traditional notions of the public sector have been changing with increasing collaborative governance and delivery of public services among public, private and voluntary sector organizations. In the UK, governments at national and devolved levels of government have adopted collaborative governance for service delivery through various networks and partnerships. This article explores collaborative governance from a gender perspective, specifically the perceptions of women in public–private–voluntary sector partnerships. While previous research in this area has explored aspects of collaborative governance such as power, trust, accountability, decision-making, performance, exchange of information and participation, there is very little research on women within these networks. The article therefore provides a gendered analysis, disaggregating survey data to better understand the dynamics, for women, of collaborative governance and partnerships among public, private and voluntary sector organizations.

https://doi.org/10.1111/padm.12288

**Abstract**

This article is a commentary on Purdy’s “A Framework for Assessing Power in Collaborative Governance Processes.” The author argues that from a practitioner’s perspective, Jill M. Purdy’s framework for assessing the role and use of “power over, power to, or power for” in collaborative governance offers a welcome and significant tool for designing and facilitating deliberation on public policy issues. Managers and leaders who are interested in building collaborative capacity and convening collaborations should find her view of power dynamics both insightful and helpful. Looking ahead, Dr. Purdy offers suggestions for adopting more explicit recognition of power in collaboration processes. This may prove challenging but potentially rewarding to practitioners, conveners, and participants in these collaborative efforts. While a simple evaluation and analysis of power dynamics of potential participants using a “five-point scale” based on Dr. Purdy’s framework may not be practical, the use of the framework in the convening assessment analysis could be very helpful in revealing a lack of awareness about different or unused sources.


**Abstract**

A commitment to social equity is often thought to require that administrators engage in explicit forms of direct policy advocacy but the inter-organizational, cross-sector networks that characterize 21st-century administration offer many opportunities to advance social equity by ensuring procedural fairness. Focusing on key aspects of collaborative governance reveals such opportunities as they emerge in the selection, recruitment, and retention of stakeholders; in facilitating the deliberations and work of collaboratives, and ensuring accountability within the network of partners.

[https://doi.org/10.1177/0095399714544942](https://doi.org/10.1177/0095399714544942)


**Abstract**

The lack of a federal strategy in the United States for climate change adaptation leaves state and city governments with broad discretion to undertake appropriate measures. Yet, cities may be unable to adapt to climate change without external assistance. Fragmentation of authority in a federalist system has largely resulted in small jurisdictions that may be incapable of efficiently delivering public services. Collaboration allows cities to pool resources and work across boundaries to ameliorate problems, such as climate change. However, little is known about why and how collaborative governance may lead to better outputs and outcomes. Using the case of climate change adaptation in U.S. cities, this study seeks to understand collaborative governance better and its effects on sea level rise preparedness. Findings suggest that level of collaborative activity is positively associated with higher policy outputs and outcomes.

**Abstract**

By recognizing that economists use the transaction-cost methodology to account for the role of actors engaged in market exchange, this study draws from that insight as a way of delineating various critical factors that influence the effectiveness of collaborations in the public sector. Collaboration is not only about making public service delivery more efficient, but it also transcends the constant struggle for advantage and accommodation between agencies either in specific policy domains or in the control over resources and asset-specific programmatic initiatives. As organizations seek the protection of their institutional identity, culture, and power, they also set in motion corresponding processes that work in tandem to create factors that may lead to collaborative inertia. Effective collaboration therefore requires a complementary structural design (governance mechanism) that accommodates the various disincentives of asymmetry and size–power relations in complex collaborative processes.


**Abstract**

As government faces more complex problems, and citizens expect more, the way government delivers services and results is changing rapidly. The traditional model of government agencies administering hundreds of programs by themselves is giving way to one-stop services and cross-agency results. This translation implies collaboration--within agencies; among agencies; among levels of governments; and among the public, private, and nonprofit sectors. The first part of this book describes what networks and partnerships are. The second part presents case examples of how collaborative approaches have actually worked in the public sector, when they should be used, and what it takes to manage and coordinate them.


**Abstract**

Explaining collaboration between actors involved in policy processes is crucial for understanding these processes and their outcomes. The policy science literature has advanced several hypotheses explicating what enables or hinders collaboration. However, only a handful of studies compare these factors across different policy contexts. This paper investigates the role of beliefs and influence in shaping collaboration under conditions of high and low conflict by estimating Exponential Random Graph Models using network survey data on the climate policy domains in four countries. Results show that both beliefs and influence are associated with the formation of collaboration ties in the high conflict contexts of South
Korea and the United States, whereas neither are significant in the low conflict contexts of Sweden and Switzerland. By considering the level of conflict, our findings provide a more nuanced understanding of when beliefs and influence shape collaboration patterns.

https://doi.org/10.1111/psj.12422


**Abstract**

When companies join forces--whether on research or as full-scale partners--they often tend to emphasize the legal or financial aspects of the deal. But smart managers know that alliances involve much more. Like human relationships, business partnerships are living systems that have endless possibilities. And companies that know how to tap those possibilities and manage alliances effectively have a key corporate asset. Rosabeth Moss Kanter calls it a collaborative advantage. After completing a study of more than 37 companies from 11 parts of the world, Kanter concludes that relationships between companies grow or fail much like relationships between people. By paying attention to the human aspects of alliances, managers can leverage the maximum value from them, Kanter believes. Examples of companies enjoying a collaborative advantage today are FCB and Publicis; Northern Telecom and Matra Hachette; and the European Retail Alliances partners, Ahold, Argyll, and Groupe Casino.


**Abstract**

The increasing scope and severity of disasters has led to the wide adoption of collaborative practices through networks in the field of emergency management. Networks are most effective when they can be sustained over time. This study develops a model of the factors that influence network sustainability in emergency management. Using data from a national survey of county emergency managers in the United States, the study finds that convergence of organizational goals, utilization of information and communication technology, and, most important, interorganizational trust are all significant influences on network sustainability in emergency management. The results indicate the significant role of trust-building among emergency managers in sustaining an emergency management network.

http://www.jstor.org/stable/24735227


**Abstract**

This article explores the multiplex relationships among organizations within the context of emergency management. It examines the role of friendship networks and disaster preparedness networks in predicting sustainable collaborative disaster response networks. Furthermore, it examines the impact of emergency
management systems on network building and sustainability. This article applies inferential network analysis methods in analyzing relationships among emergency management networks and examines the predictive power of preestablished network arrangements. This research suggests that friendship networks are important for encouraging organizations to be involved in disaster preparedness networks. Yet it is the collaboration ties during disaster preparedness that influence the formation of collaborations during disaster response. Structural attributes of emergency management systems have impacts on the development of multiplex relationships among organizations within various networks. These findings not only contribute to developing sustainable emergency management networks but also provide insights for building collaborative networks in a broader context.

https://doi.org/10.1177/0275074014555645


Abstract

The wide use of networks warrants a closer examination of network research in public administration. This article focuses on the methodological issues of network research and examines how social network analysis has been used and can be used to advance network research in public administration. Through a content analysis of 81 network articles, we found that the topics examined through network analysis have become more diverse in recent years. Yet relatively few articles have examined the intersection of policy networks, governance networks, and collaborative networks. The field needs more mixed-methods research designs and more research on the substructures of networks and multilevel networks.

https://doi.org/10.1177/0095399714555752


Abstract

Citizen participation in government decision making, especially at the local level, has received heightened attention with regard to its promise for improved governance. The overarching administrative ethos of the administrative state creates barriers to citizen participation in governance. Developing and nurturing citizen participation in the presence of the administrative state is a significant challenge. Drawing on the literary tradition of public engagement and learning, this article models a developmental strategy of participation that offers one avenue for achieving meaningful partnerships between city agencies and neighborhood councils in a metropolitan environment. We present a model of citizen participation that brings neighborhood councils and city agencies together in a collaborative partnership. This model is based on the literature on citizen participation, which focuses on the significance of interactive processes in building trust among participants and creating mutual understanding and agreement.


Abstract

As technology and automation are increasingly introduced to the public sector, the design of technology starts to influence how and with whom the public organizations collaborate. Machine-to-machine and human-to-machine interactions progressively delineate the space for innovation: who is involved, how they interact with each other, how the interactions are structured and what behaviours or actions emerge. The article asks: under which conditions does technology enhance or hinder collaboration? Through two exploratory case studies of transversal coordination and collaboration, this study shows that digital technology is not neutral, but it may act as a syntax of how public services evolve over time.

https://doi.org/10.1080/14719037.2019.1645873


Abstract

This paper explores inter-agency working and examines the implications of inter-agency operations for delivering multi-domain service outcomes. Cross-agency collaborative approaches to service delivery are suggested to provide the vehicle for achieving integrated service and policy goals. However, it is argued these need to be crafted fit ‘for purpose’ and may not be the requisite approach for all joint purposes. Moreover, some commentators suggest that the optimism about these partnership arrangements and cross-agency actions to resolve complex multi-dimensional problems may be misplaced and propose that further research into the actual rather than desired consequences of these arrangements may find that, at times, partnership working creates negative effects. While collaboration and partnerships are often framed as the way to achieve real breakthroughs in service delivery across agencies, there remain key challenges to interagency working. As more and insistent calls for agencies and other community actors to work together in resolving complex social problems are heeded, the implications of working across organizational boundaries need to be further investigated. This paper investigates cases of inter-agency programmes to understand the dimensions and limitations of inter-agency working. The paper concludes by offering a framework for better inter-agency working that has applicability across all sectors.


Abstract

Collaboration has been enacted as a core strategy by both the government and nongovernment sectors to address many of the intractable issues confronting contemporary society. The cult of collaboration has become so pervasive that it is now an elastic term referring generally to any form of ‘working together’. The lack of specificity about collaboration and its practice means that it risks being reduced to mere rhetoric without sustained practice or action. Drawing on an extensive data set (qualitative, quantitative) of broadly collaborative endeavours gathered over 10 years in Queensland, Australia, this paper aims to fill out the black box of collaboration. Specifically, it examines the drivers for collaboration, dominant structures and mechanisms adopted, what has worked and unintended consequences. In particular it investigates the skills and competencies required in an embedded collaborative endeavour within and across organisations. Social network analysis is applied to isolate the structural properties of
collaborations over other forms of integration as well as highlighting key roles and tasks. Collaboration is found to be a distinctive form of working together, characterised by intense and interdependent relationships and exchanges, higher levels of cohesion (density) and requiring new ways of behaving, working, managing and leading. These elements are configured into a practice framework. Developing an empirical evidence base for collaboration structure, practice and strategy provides a useful foundation for theory extension. The paper concludes that for collaboration, to be successfully employed as a management strategy it must move beyond rhetoric and develop a coherent model for action.

https://doi.org/10.1007/s10997-012-9234-5


Abstract

Networks have been described in terms of metaphors, governance arrangements and structural or institutional arrangements. These different perspectives of networks come out of a variety of disciplines, including political science, public administration, urban affairs, social welfare, public management and organizational/sociological research. This wealth of research, while contributing to a deeper understanding of networks, presents a dilemma which is addressed by this book. That is the question of whether there is a theory of public networks that informs networks in their various forms, and is there a need for a new theory of networks? More importantly, is network research still relevant to practice? Does network theory improve the process of governance? Are different terms and/or approaches actually the same or different? What do these different approaches mean to theory? This book deeply explores and integrates existing network theory and related theories from a number of perspectives, levels and jurisdictions to develop a framework to guide network design, governance and management. The book focuses on the important issue of network performance, looking at networks as bounded and consciously arranged; the actors who participate in them design the relationships among a bounded set of individual organizations to pursue common objectives. Finally, the chapters tease out the variety of governance modes or regimes that intersect with network governance. This book offers a comprehensive, integrative, interdisciplinary approach that enables specialists, practitioners and administrators across a wide array of interests and fields to formulate and work on problems using a common language, analytical framework and theoretical basis.


Abstract

There is a growing need for innovative methods of dealing with complex social problems. New types of collaborative efforts have emerged as a result of the inability of more traditional bureaucratic hierarchical arrangements such as departmental programs to resolve these problems. Network structures are one such arrangement that is at the forefront of this movement. Although collaboration through network structures establishes an innovative response to dealing with social issues, there remains an expectation that outcomes and processes are based on traditional ways of working. It is necessary for practitioners and
policy makers alike to begin to understand the realities of what can be expected from network structures in order to maximize the benefits of these unique mechanisms.


Abstract

Collaboration – and its cognates consultative in-house service delivery, contracting out, commissioning, co-management, co-production, and third party certification – have in recent years been at the center of efforts to reform the public sector and devolve its capacity for policy implementation and service delivery. While the arguments in support of the use of different types of collaborative service delivery are plausible and the intentions motivating them laudable, the crucial questions to ask are: what kind of service delivery arrangement is “collaborative?” And, when could such an arrangement be used? Seeking answers to posed questions this article, and articles in the special issue it introduces, conceptualize and explore alternative arrangements in public service delivery by investigating them through governance lenses. After addressing the nature and collaborative potential for each type of service delivery, the article situates them in the model of capacity combining analytical, managerial, and political competences over three levels of governance activities. It shows that while the success of all collaborative arrangements for public service delivery is linked to political capacities, each arrangement involves a critical type of managerial or analytical capacity which serves as its principle vulnerability. The extent to which various collaborative arrangements can address these vulnerabilities is assessed along with their design requisites and potential utility.

https://doi.org/10.1080/25741292.2018.1532026


Abstract

The growing intensity and complexity of public service has spurred policy reform efforts across the globe, many featuring attempts to promote more collaborative government. Collaboration in Public Service Delivery sheds light on these efforts, analysing and reconceptualising the major types of collaboration in public service delivery through a governance lens. Featuring careful analysis with a global scope, this book unpacks the concept of collaborative service delivery and its practice, drawing from the fields of public policy, public administration, and management. Chapters by leading authors in these areas address service delivery arrangements including co-production, co-management, consultations, contracting-out, commissioning and certification. With a keen focus on conditions that are critical for the success of such collaborative arrangements, as well as their different pathways and pitfalls, the authors suggest ways to improve the analytical, managerial and political capacities needed for successful collaboration in public service delivery. This timely and comprehensive book is useful for students at all levels interested in public policy, governance, administration and management, as well as researchers investigating the governance of collaborative service delivery. Policymakers and practitioners working to re-evaluate and improve public service provision, especially, will also benefit from its insightful discussions of the conditions and mechanisms under which collaborative arrangements operate and fail or succeed.

Abstract

This article explores the relationship between public administration and deliberative democracy by examining the development in Jürgen Habermas’s thought on public administration. The argument is made that a shift has occurred in the way that Habermas conceptualizes public administration—a shift that makes it possible to see both the plausibility and necessity of a deliberative democratic form of state administration. Shown is how Habermas’s later democratic theory can be used as a resource for those defending the administrative discretion necessary to create a collaborative government with citizens.


Abstract

The influence of early events in the history of a country, a social phenomenon, or an organization on later developments has received significant attention in many social science disciplines. Often dubbed “path dependence,” this influence occurs when early events influence later outcomes even when the original events do not reoccur. “Path dependence,” however, has received little theoretical or empirical attention in public administration. This article discusses how early events in an organization’s history can come to influence later outcomes. The article then empirically tests for the presence of path dependence using data from Crime and Disorder Reduction Partnerships in England and Wales, a cross-organizational collaboration inside local government. We find that early choices by the leader of the collaboration about which activities to prioritize to create collaboration set in motion a path creating collaborations that were more successful and less successful, producing differences in crime results almost a decade later. The most successful early priorities involved getting partner organizations to act in collaborative ways, rather than working to improve the attitudes of these organizations toward collaboration. We argue that path dependence should be examined in public administration research from a, prospective, prescriptive perspective, to learn more about what early managerial actions can produce better later results.


Abstract

Empirical works measuring whether interagency collaborations delivering public services produce better outcomes are few, and none looks inside the black box of collaboration management practices. We examine whether there are collaboration management practices associated with improved performance of
Crime and Disorder Reduction Partnerships, an interagency collaboration in England and Wales. These exist in every local authority in England and Wales, so there are enough of them to permit quantitative analysis. And their aim is crime reduction, and crime data over time are available, allowing actual outcomes (rather than outputs, perceptions, or self-reports) to be analyzed longitudinally. We find that there are management practices associated with greater success at reducing crime, but only if applied under background circumstances favorable to collaboration. Those potentially effective collaboration management practices are similar to effective tools for managing any organization: being a good collaboration manager involves good management, period. However, under circumstances unfavorable to collaboration success, performance is worse than it would be if no collaboration had existed at all, suggesting that in some circumstances, setting up a collaboration in the first place is a bad idea.

http://www.jstor.org/stable/24484862


Abstract

For almost four decades, universities have played a significant role in developing the field of collaborative governance in the United States, including the establishment of centers that contribute to teaching and training, research and scholarship, and practice. In this article, we describe the evolution of university-based collaborative governance in the United States, summarize results and key findings from a survey of centers, identify a typology of centers, describe how these centers have adapted to fit the states and regions where they operate, present two centers as examples, and make observations about the future of collaborative governance at universities.

https://doi.org/10.1002/crq.21314


Abstract

What is the role of collaborative management (CM) in enhancing environmental outputs? Does CM enable local municipalities to be better environmental performers? The present article addresses these two questions by means of a study of all urban localities in Israel (80% response rate). The aims of the study are to contribute to current research in two main ways. First, by addressing the question: Does CM enable local municipalities to be better environmental performers? In doing so, the study expands the very small number of studies conducted to date that examine performance and policy outputs of collaboration versus collaboration processes and procedures. Second, the study contributes to enlarging the very small number of relatively large N studies on collaborative public management that examine policy outputs. The main finding of this study highlights the important and positive role of CM in regard to local authorities’ environmental outputs.

https://doi.org/10.1080/10967494.2015.1062066

**Abstract**

COVID-19 has devastated the global community at an alarming rate. Conventional approaches like command and control are ineffective to respond to this pandemic. The complex and interdependent nature of the pandemic demands collaborative efforts among actors across diverse segments and different levels of government. Collaboration is critical during this pandemic because it can enable a more coordinated response, resources can be shared, trust among the parties can be enhanced, and duplication of efforts can be minimized. In this commentary, drawing on the literature on collaboration, we discuss the importance of vertical and horizontal collaboration by examining the U.S. response to COVID-19. This commentary underscores the importance of vertical and horizontal collaboration among all levels of government, private entities, and nonprofit organizations in effectively responding to COVID-19 and ensuring the health and safety of Americans. This commentary concludes by making recommendations for improving both vertical and horizontal collaboration during the current pandemic and future public health emergencies.


**Abstract**

Conventional approaches to public administration are subtly being undermined by the steady expansion of "government by proxy": the provision of government goods and services through proxies such as contractors, grantees, and recipients of government tax breaks and guaranteed loans. Privatization advocates claim that such government by proxy improves the effectiveness and responsiveness of public programs, but a closer look reveals that the issue is far more complicated. The expansion of government by proxy is producing important changes in the government's work force and is multiplying administrative pathologies. New approaches to the theory and practice of public administration offer promise in better managing these emerging policy strategies.

http://arp.sagepub.com/cgi/content/abstract/18/1/9


**Abstract**

Reformers from both Left and Right have urged the US Government to turn as many functions as possible over to the private sector and to allow market competition to instil efficiency and choice. In fact, the Government has been doing just this for years: every major policy initiative launched since World War II has been managed through public-private partnerships. Yet such privatization has not solved government's problems. Kettl shows that the conditions essential for competitive markets usually do not apply to the kinds of programmes the Government assigns to the private sector. He uses case studies to demonstrate that as market imperfections increase, so do problems in governance and management. Extreme examples are Superfund programme and the Department of Energy's production of nuclear
weapons. When competition does not exist, the Government must act as a "smart buyer", knowing what it wants and being able to judge what it has bought. If it does not do so, the Government risks losing its sovereignty to the private suppliers. The author concludes that the issue is not more government bureaucracy, but a smarter bureaucracy, which, in turn, requires strong political leadership to build support for the resources needed and to change the bureaucratic culture.

http://www.alibris.com/booksearch?qsort=&page=1&matches=24&browse=1&qwork=6047553&full=1


**Abstract**

Over the last generation, American government has undergone a steady, but often unnoticed, transformation. Its traditional processes and institutions have become more marginal to the fundamental debates. Meanwhile, new processes and institutions--often nongovernmental ones--have become more central to public policy. In doing the peoples' work to a large and growing degree, American governments share responsibility with other levels of government, with private companies, and with nonprofit organizations.


**Abstract**

Boundaries have long played a central role in American public administration. In part, this is because boundaries are central to the administrative process, as they define what organizations are responsible for doing and what powers and functions lie elsewhere. It is also because of the nation's political culture and unusual system of federalism, in which boundaries have always been the focus of conflict. Five boundaries have historically been important in the American administrative system: mission, resources, capacity, responsibility, and accountability. New forces make managing these boundaries increasingly difficult: political processes that complicate administrative responses, indirect administrative tactics, and wicked problems that levy enormous costs when solutions fail. Working effectively at these boundaries requires new strategies of collaboration and new skills for public managers. Failure to develop these strategies--or an instinct to approach boundaries primarily as political symbolism--worsens the performance of the administrative system.

https://www.jstor.org/stable/4096566


**Abstract**

Diversity has long been recognized as a critical component of collaborative governance. Among many rationales, the representation of diverse perspectives and participants in collaborative governance
arrangements is expected to facilitate holistic understandings of complex public policy and management issues while promoting principles of democracy and inclusion. Such outcomes, however, are typically only achievable if the process of collaboration similarly engenders these principles. In this article, we investigate the dynamic relationship between diversity and perceived procedural justice in the context of 10 collaborative policymaking groups involved in guiding U.S. marine aquaculture policy development. Among our key findings is that certain types of participant diversity (i.e., affiliation and intergovernmental diversity) and diversity in beliefs about science and local knowledge are significantly associated with perceptions of procedural justice among participants within the collaborative groups. We also find that the relationship between participant diversity and perceived procedural justice is curvilinear; the positive effect of diversity is highest when the level of diversity is moderate (an inverted U-shaped pattern). We conclude our article with practical implications and suggestions for future research on procedural justice within collaborative partnerships.

https://doi.org/10.1177/0275074016669442


Abstract

While many scholars have discussed the merits of collaborative governance, especially for addressing complicated modern policy challenges, the literature has paid less attention to how business can serve as an effective collaborative partner during the formation of mandatory policies and regulations. Drawing on scholarship in the management sciences and combining it with literature in public administration and public policy, the authors elaborate on four distinct types of business responses to proposed regulations based on degrees of political activity and social responsiveness: defensive, reactive, proactive, and anticipatory. They then characterize the reasons why proactive firms are more likely to be valuable collaborative partners with policy makers and public managers: their engagement may avoid costly stalemates that frequently hinder policy making and help develop cost-effective, flexible policy approaches to complex social problems.

https://doi.org/10.1111/puar.12463


Abstract

We address a conundrum: since ecosystems lack a Central Controller, how are these self-organizing systems led? This is important since local service providers in Europe are adopted ecosystems organizing of services in preference to network management. We show that ecosystems are led not centrally directed by a powerful agent, but instead guided to change by collective consciousness that results from learning in logic-of-practice distributed in the ecosystem. We suggest a new framework for explaining leadership in collaborative governances organizing as ecosystems. This has important implications for how leadership in collaborative governances in local service delivery is viewed.

https://doi.org/10.1080/14719037.2021.1879913

**Abstract**

Professionals with managerial responsibilities are often seen as natural boundary spanners, brokering knowledge between the professional and managerial domains. However, the tensions implicit in their knowledge brokering activities, especially when the latter are formalized, remain under-researched. Using interviews and observational data, we examine the case of an inter-organizational collaborative research partnership that deployed clinical professionals as designated knowledge brokers across multiple sites. We identify three strategies that such hybrid professionals utilized to surmount challenges associated with knowledge brokering in the fragmented healthcare context: (1) relying on additional boundary ‘bridges’; (2) conforming to existing ways of doing things; and (3) shifting from ‘facilitating’ to ‘doing’. An analysis of these strategies highlights the tensions between different dimensions of brokering reinforced by macro-level institutional arrangements, the intertwining of formalized and emergent elements of brokering as a collectively enacted phenomenon, and the limitations of knowledge brokering professionals arising from their professional expertise and authority.

https://doi.org/10.1111/padm.12227


**Abstract**

This chapter presents an overview of the theoretical background to the policy network approach in policy science; followed by a brief discussion of the first authors (mainly in the 1970s) to use a network approach to analyze policy processes.

http://sk.sagepub.com/books/managing-complex-networks


**Abstract**

As collaborative governance processes continue to grow in popularity, practitioners and policy scholars alike can benefit from the development of methods to better analyse and evaluate them. This article develops one such method by demonstrating how collaborative governance theory can be integrated with the Advocacy Coalition Framework (ACF) to better explain coalition dynamics, policy-oriented learning and policy change in collaborative contexts. I offer three theoretical propositions that suggest alternate relationships among ACF variables under collaborative governance arrangements and illustrate these propositions using interview data from an original case study of a collaborative governance process in Colorado, USA. The integration of collaborative governance theory with the ACF improves its application in collaborative contexts and provides new theoretical insights into the study and practice of collaborative governance.

https://doi.org/10.1017/S0143814X18000041

**Abstract**

Collaborative governance processes have become a popular mechanism for addressing complex environmental problems. Their success is premised, in part, on the assumption that they promote learning among diverse participants, who are then better equipped to develop creative, consensus-oriented environmental management actions. Significant gaps remain, however, in our understanding of how collaborative governance processes foster learning and what impact increased learning has on policymaking outputs. To investigate these relationships, this study provides one of the first empirical applications of Heikkila and Gerlak’s collective learning framework. Key framework concepts are operationalized via interview data and existing literature and then measured via survey data collected from participants in a collaborative environmental governance process in Colorado, U.S. Findings indicate that both internal and exogenous contextual factors affect how much an individual learns within a collective context. Additionally, participants who report more learning also more strongly agree that the process produced favorable outputs and outcomes. These findings advance theories of learning in collaborative contexts and inform process design to maximize learning.

https://doi.org/10.1080/1523908X.2019.1623661


**Abstract**

Collaborative communities—where participants collaboratively solve problems and integrate their contributions—are increasingly popular organizational forms in a wide variety of domains. As with any cooperative effort, communities involve differential interests and information asymmetries, creating potential agency problems. I undertake an exploratory multiple-case study of four communities within the domains of enterprise information technology, sustainable products and services, drug discovery, and digital marketing and communication. I find that agency relationships in the collaborative communities are characterized by three distinct multiple-agency structures: commons, team production, and brokering. These are governed by four main categories of mechanism: (1) mutual monitoring, enabling self-regulation and peer-based control; (2) membership restrictions, regulating admission to the community; (3) values and rules, guiding member action and collaboration; and (4) property rights and incentives, regulating rights to community resources and distribution of rewards. I also identify contingencies between governance mechanisms and agency problems.

https://doi.org/10.1177/1476127016653727


**Abstract**

Many tout the benefits of collaborative environmental management as an alternative to centralized planning and command and control regulation, but the excitement over collaborative processes has not
been matched by evidence that these processes actually improve the environment. The most crucial question in collaborative environmental management remains unanswered and often unasked: To what extent does collaboration lead to improved environmental outcomes? We know much about why collaboration is occurring and how collaborative processes and outputs vary. The primary goal of future research on collaborative environmental management should be to demonstrate whether collaboration improves environmental conditions more than traditional processes and newer market-based processes. Collaboration is not a panacea; it is a choice that policy makers and public managers should make based on evidence about expected outcomes.

https://www.jstor.org/stable/4096575


Abstract

This book grew out of an article written for a political magazine (Noveck 2008), and it reads like it. It is a short book, and the writing is breezy and impassioned. At heart, it is a case study, one that is used to develop more general arguments about self-governance and public administration in the United States. The case study focuses on a technological experiment to improve an agency’s performance. It is perhaps partially successful, as the agency in question continues to struggle. And the book’s more general arguments for —collaborative democracy—are overstated and appear to be based more on hope than a hard assessment of reality.


Abstract

This study develops a communicative model of collaboration failure to address one of the key challenges of collaboration theory and practice: the discrepancy between the promise of collaboration and the reality of persistent failure. A theoretical framework is developed based on notions of dialogue, discourse, and coorientation, which informs three key aspects of collaboration: knowledge production, shared identity, and collective agency. This theoretical framework is then combined with analytic themes from an empirical case study of a failed civil society collaboration. Themes of communication practice that constitute collaborative failure are detailed, while also contrasting these with alternative practices that can enable more successful collaboration. Further implications are discussed, specifically in terms of rethinking common collaboration dualisms of structure/process and talk/action.

https://doi.org/10.1111/jcom.12233


Abstract
Representation is a hallmark of democratic governance. Widely studied within traditional modes of governance, representation is less studied in alternative governance settings, such as collaborative governance arrangements. Collaborative governance arrangements are specifically designed to encourage inclusion and participation among a diverse array of stakeholders in some part of the policy process. Our research contrasts different forms of representation observed in a collaborative governance arrangement and identifies factors contributing to observed patterns in representation therein. We analyze descriptive representation (i.e., “representation in form”) or substantive representation (i.e., “representation in practice”) and look for inconsistencies between them. Our case study is a regional food policy council located in the Western United States. Among our findings is that discrepancies between descriptive and substantive representation can be explained by shared goals, local norms, organizational structure, and heterogeneity in member capacity. We conclude our article with a discussion of the theoretical and practical implications of this research.

https://doi.org/10.1177/0275074016678683


Abstract

The purpose of the paper is to identify factors driving effective inter-organizational collaboration, investigate the impact of these factors on efforts launched in public management and systematize them. To accomplish the aim of the paper, a systematic literature review and a hermeneutic process based on a focus group with scholars were used. The studies conducted enabled recognition of key publications analyzing drivers behind effective inter-organizational collaboration, to formulate the typology of these drivers as well as to divide them into those with strong, medium or weak influence on collaborative public management. It was stated that all drivers identified affect the effectiveness of inter-organizational collaboration in the public sector, though by varying degrees. These factors are mutually complementary, and thus bolstering or mitigating their effects on effective collaboration. They jointly determine the effectiveness of inter-organizational collaboration in public management.

https://ruj.uj.edu.pl/xmlui/handle/item/27604


Abstract

An analysis of recent research on purchase of service contracting (POSC) prompted by the emergence of POSC as the primary method for the delivery of the personal social services in the USA. Examines five books and a number of empirical studies published since 1987 to provide a basis for examining what has been learnt about POSC. After a discussion of the policy context of the contract state and the three major research paradigms, four topics are considered: (1) rationale and incentives for POSC; (2) processes, transaction costs, and strategies; (3) consequences for the service delivery system and for the governmental and voluntary nonprofit organisations involved; and (4) implications for policy, management, and future research.

https://www.jstor.org/stable/30012520

**Abstract**

In this volume, scholars from different disciplines join together to examine the overlapping domains of conflict and collaboration studies. It examines the relationships between ideas and practices in the fields of conflict resolution and collaboration from multiple disciplinary perspectives. The central theme is that conflict and collaboration can be good, bad, or even benign, depending on a number of factors. These include the role of power, design of the process itself, skill level and intent of the actors, social contexts, and world views. The book demonstrates that various blends of conflict and collaboration can be more or less constructively effective. It discusses specific cases, analytical methods, and interventions, and emphasizes both developing propositions and reflecting on specific cases and contexts. The book concludes with specific policy recommendations for many sets of actors—those in peacebuilding, social movements, governments, and communities—plus students of conflict studies. This book will be of much interest to students, scholars, and practitioners of peace and conflict studies, public administration, sociology, and political science.

[https://doi.org/10.4324/9781351181280](https://doi.org/10.4324/9781351181280)


**Abstract**

Central and local governments are increasingly inclined to mandate governance networks in order to spur collaborative solutions to wicked problems. However, institutional logics of government are likely to impede cross-sector collaboration in such networks. This article develops a theoretical framework for analysing the role of network managers in facilitating collaboration in publicly mandated governance networks and applies it in a multiple-case study of three Local Crime Prevention Councils in Denmark. The study shows how the most effective network managers adapt the institutional design to local conditions and link the publicly mandated networks to self-convened stakeholder networks.

[https://doi.org/10.1080/14719037.2020.1862288](https://doi.org/10.1080/14719037.2020.1862288)


**Abstract**

Resistance among administrative professionals to participatory approaches is analyzed by means of a case study involving the implementation of community-based forest management (CBFM) in India. The model consists of two dimensions of attitudinal resistance to change—disapproval of CBFM regime by forest managers (a) at individual level and (b) at organizational level—and four categories of factors influencing resistance: personality traits, organizational factors, external environmental factors, and socialization factors. The model is empirically tested using the perceptions of forest managers working in state Forest Departments of four states in India. The empirical findings are used to suggest strengthening of
organization and public administration theories on four aspects and to suggest some specific measures to deal with the attitudinal inertia of public administrators.

https://journals.sagepub.com/doi/10.1177/0095399707303635


Abstract

Interlocal cooperation through service-sharing agreements has a long history, but its use has increased in popularity during the last 20 years. The decisions of local government units to collaborate through intergovernmental service agreements are best understood as a two-stage process. The first stage, in which communities decide whether to consider interlocal cooperation, involves the nature of the immediate problem faced plus specific demands for performance and efficiency gains that can result from service cooperation. In the second stage, communities confront a question of institutional supply, and hence must overcome inherent bargaining and collective action issues in order to forge interlocal agreements. Heckman probit estimates of such complex relationships using data drawn from a 2003 ICMA survey suggest strong support for this model. The authors conclude by discussing the role of network relationships among local actors for reducing transaction costs and facilitating intergovernmental collaboration.


Abstract

This paper uses a survey to analyse how administrative executives perceive coordination following the reform of the Norwegian Labour and Welfare Administration. Applying a structural and cultural perspective, it examines the relationship between coordination mechanisms, cultural features and perceived coordination quality. The executives identify strongly with finding joint solutions and getting public organizations to work together. Coordination by hierarchy and networks co-exist, but the hierarchical dimension dominates. Vertical coordination is regarded as quite good, while horizontal coordination is seen as rather poor. The relationship between coordination mechanisms, cultural features and coordination quality are rather ambiguous and loose, however.

https://doi.org/10.1080/14719037.2015.1029349


Abstract

Collaborative governance arrangements have been touted as a useful tool in a world of multiple actors and dynamic public policy. However, they are also cumbersome, costly, and difficult to manage and may be
problematic from the democratic perspective. In this theoretical chapter, we explore the question: under what conditions is it beneficial to promote collaborative governance arrangements and when is it not? To answer this question, we utilize a three-layer conceptual perspective. In the first layer, we focus on identifying the values most suitable for these arrangements. In the second layer, we look at different situational decisions, and the last layer examines the context. While this perspective does not provide a definitive guide, we believe it could contribute to the theoretical and practical development of collaborative arrangements.

https://doi.org/10.1007/978-3-030-45807-2_4


Abstract

Collaborative capacity serves for organizations as the capacity to collaborate with other network players. Organizational capacity matters as collaboration outcomes usually go beyond single-shot implementation efforts or a single-minded focus on either the vertical dimension of program or the horizontal component. This review article explores organizational collaborative capacities from the perspective of public management, in particular, network theory. By applying the 5 attributes of network theory—interdependence, membership, resources, information, and learning—to the explanation of collaborative capacity in fighting pandemic crises, I argue in some ways organizational collaborative capacity is very much like an organization in its own right. Studying collaborative capacity in the battle against pandemics facilitate our understanding of multisectoral collaboration in technical, political, and institutional dimensions, and greatly advances the richness of capacity vocabulary in pandemic response and preparedness.

https://www.jstor.org/stable/26724208


Abstract

Relational contracting or collaborative governance has come to the forefront of scholarly studies of government privatization efforts. The concept of trust (between contracting governments and their vendors) is rising in importance as one of the central tenets of this type of governance. What is largely understudied in the midst of this increasing attention to the topic is identifying how and under what conditions trust is formed and sustained. Borrowing from economic, organizational, sociological, and management theories, we develop competing hypotheses to examine what determines the extent of trust contracting governments display toward their service providers. Our findings suggest that local governments tend to place more confidence in their vendors’ faithfulness and honesty when their contracting partners are from the same sector (i.e., other governmental units), had known reputations prior to the relationship, have strong community ties, and perform their tasks well. Interestingly, several economic theory-based explanations—rational choice and game theory, social exchange theory, and transaction cost economics—find only limited support.

https://doi.org/10.1093/jopart/mur063

**Abstract**

Government agencies striving to make geospatial information systems interoperable and cost-effective often appear to function as a self-regulating network shaped only by internal trust and reciprocity. However, recent public management research suggests that external steering of a network, exercised by authoritative bodies through hierarchical means, may invigorate cross-agency coordination. The two case studies of federal geospatial coordination in Canada and the USA confirm this emerging theory of network–hierarchy dynamics. In these countries, the central budget agency (CBA) is influencing resource flows and accountabilities within a federal geospatial network of government agencies, which in turn affects how these agencies deliver ‘joined up’ services. The CBA relies upon three types of tools: the shaping of network governing structures, promotion of uptake of new management information systems, and the use of evaluation (scrutiny) to solidify accountabilities of the network. Since these tools cast a shadow of hierarchy upon the network, they may be viewed as counter to the voluntary ethos of networks. However, the case studies suggest that the CBA’s actions appear to confer legitimacy to the network—resulting in a seeming contradiction—greater central control, more vigorous, distributed geospatial coordination.

https://www.tandfonline.com/doi/abs/10.1080/13658810801909615


**Abstract**

Stimulating technological innovations and limiting access to expensive health technology require the coordination and coherence of overlapping policy sub-systems: research, market access, and reimbursement. This study investigates which procedural policy instruments proved more successful in integrating collaborative governance arrangements in Great Britain and Germany. A new classification of procedural policy instruments is developed based on the targeted dimensions of collaborative governance (network structure and policy phase). The comparative analysis rests on expert interviews and meeting records and reveals that, in Great Britain, active leadership prevails during the consultations, while Germany, in contrast, presents a case of inconsistent governance.

https://doi.org/10.1177/0095399716664163


**Abstract**

Complex political programs often require for its implementation the participation of a wide range of administrative, private-for-profit and civil society entities which work together in different constellations and hierarchies as well as different areas of expertise and professions that focus on different social, economic, or technical aspects. This study proposes a conceptual model of collaborative governance that tests the various governance characteristics proposed in the literature. The assessment of the development
of the e-government application “e-notification” in Switzerland suggests that the success of the program implementation depends on the organizational capacities as well as the shared understanding of program objectives. Administration and leadership mainly affect the intensity and fairness of interaction between the organizations, which then promotes a shared understanding of program objectives. As a result, securing enough resources and structuring the interaction within the collaboration process are the most important managerial activity in program implementation.

https://doi.org/10.1080/01900692.2019.1665681


Abstract

The substantial interest and investment in health partnerships in the United States is based on the assumption that collaboration is more effective in achieving health and health system goals than efforts carried out by single agents. A clear conceptualization of the mechanism that accounts for the collaborative advantage, and a way to measure it are needed to test this assumption and to strengthen the capacity of partnerships to realize the full potential of collaboration. The mechanism that gives collaboration its unique advantage is synergy. A framework for operationalizing and assessing partnership synergy, and for identifying its likely determinants, can be used to address critical policy, evaluation, and management issues related to collaboration.


Abstract

In a world where web services can make real-time data accessible to anyone, how can the government leverage this openness to improve its operations and increase citizen participation and awareness? Through a collection of essays and case studies, leading visionaries and practitioners both inside and outside of government share their ideas on how to achieve and direct this emerging world of online collaboration, transparency, and participation. Contributions and topics include: Beth Simone Noveck, U.S. Deputy Chief Technology Officer for open government, "The Single Point of Failure" Jerry Brito, senior research fellow at the Mercatus Center at George Mason University, "All Your Data Are Belong to Us: Liberating Government Data" Aaron Swartz, cofounder of reddit.com, OpenLibrary.org, and BoldProgressives.org, "When Is Transparency Useful?" Ellen S. Miller, executive director of the Sunlight Foundation, "Disrupting Washington's Golden Rule" Carl Malamud, founder of Public.Resource.Org, "By the People" Douglas Schuler, president of the Public Sphere Project, "Online Deliberation and Civic Intelligence" Howard Dierking, program manager on Microsoft's MSDN and TechNet Web platform team, "Engineering Good Government" Matthew Burton, Web entrepreneur and former intelligence analyst at the Defense Intelligence Agency, "A Peace Corps for Programmers" Gary D. Bassand Sean Moulton, OMB Watch, "Bringing the Web 2.0 Revolution to Government" Tim O'Reilly, founder and CEO of O'Reilly Media, "Defining Government 2.0: Lessons Learned from the Success of Computer Platforms" Open Government editors: Daniel Lathrop is a former investigative projects reporter with the Seattle Post Intelligencer who's covered politics in Washington state, Iowa, Florida, and Washington D.C. He's a specialist in campaign finance and "computer-assisted reporting" -- the practice of using data

Abstract

We assess conditions that explain plural forms of public and private action using a comparative study of 24 public initiatives in Brazil, India, and South Africa. Measuring performance as evidence of positive outcomes to their target populations, we compare cases of high and low performance. Our configurational approach examines combinations of conditions leading to positive outcomes: public operational capacity, diverse collaborations nurtured by public units (with for-profit firms, with nonprofit organizations, and with other units in the public bureaucracy), and stakeholder orientation (permeability to multiple sources of input to design and adjust the project). We apply fuzzy set qualitative comparative analysis to unveil configurations consistent with high performance. Our configurational analysis reveals two distinct paths to high performance. A path with higher private engagement involves concurrent collaborations with for-profit and nonprofit actors, whereas an alternative path with higher internal (public) engagement relies on collaborations within the public bureaucracy complemented by high permeability to inputs from multiple stakeholders. Our results also confirm that strong public capacity is necessary in all high-performance configurations. An important implication is that externalization and multiple forms of collaboration are not substitutes for weak governments. Furthermore, our configurational perspective contributes to the literature by operationalizing a multiple-actor, multiple-logic perspective describing alternative paths to high performance.

https://doi.org/10.1093/jopart/muaa007


Abstract

Over the last decade, businesses, policymakers, and researchers alike have advocated the need for (and potential of) value creation through inter-organizational collaboration. Researchers have widely argued that organizations that are engaged in collaborative processes create value. Because researchers have tended to focus on the identification of organizational motivations and on key success factors for collaboration, however, both the nature and processes of value creation in inter-organizational collaboration have yet to be examined. A recent theory by Austin and Seitanidi (Nonprofit Volunt Sect Q 41(5):726–758, 2012a; Nonprofit Volunt Sect Q 41(6):929–968, 2012b) has proposed an analytical framework for analyzing value creation in inter-organizational collaboration, based on four types of value. The purpose of this current study is to empirically test this framework, and to provide key pointers for analyzing the nature of value, particularly in relation to learning. Our detailed empirical research is based on a 6-year retrospective case study of an inter-organizational partnership within an international development project for local economic development in Guatemala. The study’s contributions are twofold. First, it provides evidence of the critical path of the creation of diverse types of values in a
collaborative process; second, it links the different types of value creation with the types of learning that occur in an inter-organizational process.

https://doi.org/10.1007/s10551-015-3012-7


Abstract

This article provides a framework for assessing the democratic merits of collaborative public management in terms of seven normative ideals: inclusiveness, representativeness, impartiality, transparency, deliberativeness, lawfulness, and empowerment. The framework is used to analyze a random sample of 76 watershed partnerships in California and Washington State. The study reveals the exclusionary nature of some partnerships and suggests that critical stakeholders are missing from many partnerships. However, representation was generally balanced. National and statewide advocacy groups were absent from most of these place-based partnerships; public agencies were the primary source of nonlocal perspectives. Deliberativeness was relatively strong, indicated by the prevalence of educational and fact-finding strategies and participants’ perceptions of respectful discussion and improved social capital. Half the partnerships had implemented new policies, and two-thirds of stakeholders believed their partnership had improved watershed conditions, indicating empowerment.

https://www.jstor.org/stable/4096574


Abstract

One of the challenges of collaborative governance is fostering learning among diverse stakeholders who have very different views on disputed topics of science and policy. Collaborative partnerships are often touted as a type of decision-making forum that generates more learning than typically occurs in more adversarial forums. This study develops and tests hypotheses from the collaborative learning literature, using survey data from 121 participants in 10 partnerships that focus on marine aquaculture in the United States. As one of the fastest growing natural resource-based industries, aquaculture is also one of the most controversial. We find that two types of learning—belief change and knowledge acquisition—are fairly common in the studied partnerships, occurring for 56%–87% of participants. Regression models indicate that new knowledge is correlated with traits of the partnership, including procedural fairness, trustworthiness of other participants, level of scientific certainty, and diverse participation as well as with traits of the individual learner, including norms of consensus and scientific or technical competence. Contrary to expectations, knowledge acquisition is greater when the available science is uncertain and when stakeholders have lower technical competence. Our findings also challenge the idea that new information mainly reinforces existing beliefs. Instead we find that new knowledge acquired through the collaborative process primes participants to change their opinions on scientific or policy issues.

http://www.jstor.org/stable/24484830

**Abstract**

Practice has outpaced our empirical knowledge of the role and impact of collaboration on the design and effect of strategic plans. It is this lack of awareness and understanding of the phenomenon that motivates the research presented in this paper. We explore empirically the linkage between collaboratively developed strategic plans and governmental effort to ameliorate a public problem through a mixed-method approach using panel data analysis. The findings demonstrate that the existence of a collaborative strategic plan and the presence of various components of a plan’s design increase the number of beds made available for homeless individuals in the US. Homelessness is one of the most intractable social and economic problems in the US, but our analysis demonstrates that a collaborative plan design can be one mechanism to help address the problem.

https://doi.org/10.1080/14719037.2017.1285113


**Abstract**

Predispositions and orientation toward cooperation or competition with other jurisdictions can play a critical role in implementing regional collaboration. By examining collaboration at the micro level, this article investigates how individual factors, including perceptions of cooperation and competition, as well as institutional and environmental factors, are related to regional collaboration. In particular, the authors assert that competitive motivation may support the emergence of regional governance mechanisms. This article explores the relationships between competitive/cooperative motivations and interlocal collaboration networks based on a network survey conducted in the Orlando, Florida, metropolitan area. The authors apply a quadratic assignment procedure regression analysis to examine how dyadic conceptual ties of cooperation and competition, along with the effect of community characteristics, affect policy network structures for economic development. By comparing estimated coefficients with sampling distributions of coefficients from all of the permuted data sets, the regression results indicate the influences of perceived competition/cooperation on the network exchange.


**Abstract**

Academic interest in local government collaboration is well documented. This article bridges that interest with practitioner preferences in a survey to a dozen experienced city and county managers in Florida on their experience in forging local government collaboration. The results showed that most formal collaboration agreements involved sharing facilities and most informal collaboration agreements involved sharing equipment. Moreover, none of these local managers felt that federal or state mandates had any
impact on their agencies decision to enter into collaborative agreements and the managers did not evince a
general agreement on either the process to follow to initiate or to evaluate interlocal agreements.

http://www.jstor.org/stable/24639090


Abstract

Collaborative governance, defined as the processes and structures that engage people across the boundaries of organizations, has evolved as a common strategy in the public administration literature. There is little systematic research that examines the extent of collaborative governance, in particular, that between the Environmental Protection Agency (EPA) and state governments. This article examines what factors influence the adoption of Performance Partnership Agreements (PPAs), considered as collaborative governance between the EPA and state governments. This study uses a logit model, applying an Institutional Analysis and Development (IAD) framework, which explains the outcome in the process of how rule-in-use, community interests, and physical, social, and economic characteristics affect the values of the predictors characterizing action arenas, which, in turn, lead to different outcomes. This study found that for rule-in-use, social capital as an informal institution is positively related to the adoption of PPAs. For community interests, the strength of environmental interest group(s) (e.g., white population) influences the adoption of PPAs. The empirical findings of this study are meaningful to understand collaborative governance between the EPA and state governments through an IAD framework, showing that various institutional arrangements, community interests, and physical and social variables affect the adoption of PPAs in terms of collaborative governance.

https://doi.org/10.1080/12294659.2012.10805231


Abstract

Collaborative governance is growing with the assumption that collaborative actions improve accountability. Yet the challenge of achieving accountability for collaborative governance needs further examination. This study analyzes collaborative governance accountability by comparing notions of accountability in traditional public administration, contracting, and public-private partnerships, and collaborative governance. The analysis shows complexities involved in accountability mechanisms of collaborative governance: (a) accountability relationships shift from bilateral to multilateral; (b) horizontal as well as vertical accountability relationships are involved; (c) not only formal standards but also informal norms are used; and (d) accountability challenges move from control/audit issues to trust building issues. An analytical framework is proposed for assessing accountability in collaborative governance. Using the process approach which allows for better understanding of the tangled web of accountability mechanisms and the paradoxical nature of accountability tension, this study discusses three phases of collaborative accountability -- the information, discussion, and consequences. The framework can help researchers empirically examine the intensity of the accountability process and possible accountability deficits. It can help participants engaged in collaborative arrangements design governance structures that ensure the exercise of accountability at the network level.

**Abstract**

This study investigates the strategic collaboration among local jurisdictions in the competitive environment: how fragmented jurisdictions in a metropolitan area perceive each other as cooperative partners and what factors influence the establishment of collaborative relationships between them. To answer the research questions, we applied the Institutional Collective Action (ICA) framework, which assumes that institutional actors behave in ways such that their economic benefits are maximised and risks and costs of collaboration are minimised, and employed the exponential random graph (ERG) model, one of the statistical social network analyses. The results indicate that the physical, political and geographical similarities among municipalities positively influence collaboration among local jurisdictions. In addition, municipalities are more likely to prefer to establish the closed network relationship such as triad–triplet. This study allows to understand the mechanism to establish collaborative behaviour among local jurisdictions for their regional economic development in a metropolitan area.


**Abstract**

The research reported here is a structural analysis of the significance of ties to network leaders in securing the essential effort necessary to whole, goal-directed network functioning. Drawing on the work of Chester Barnard, we focus on one of Barnard’s three functions of the executive, securing essential effort and then examine the importance of certain network ties for securing effort in a goal-directed network. We specifically focus on Simmelian or mutual third-party ties to network leaders and the conditions under which those Simmelian ties are of greater significance for securing effort. Our study examines the Southern Alberta Child and Youth Network (SACYHN), a multisector publicly funded network that worked to facilitate interorganizational connections to improve child and youth health and well-being. Data were collected via an organizational questionnaire and elite interviews and were analyzed using Multiple Regression Quadratic Assignment Procedure (MRQAP). Implications are discussed for network management and leadership, for both theory and practice, focusing especially on the role of ties to network leaders in facilitating connections among member organizations working in different domains.


**Abstract**
Local governments increasingly confront policy problems that span the boundaries of individual political jurisdictions. Institutional theories of local governance and intergovernmental relations emphasize the importance of networks for fostering service cooperation among local governments. Yet empirical research fails to examine systematically the effects of social networks on interlocal service cooperation. Do the individual networks of local government actors increase their jurisdiction's level of interlocal service delivery? Drawing data from the National Administrative Studies Project IV (NASP-IV), multivariate analysis is applied to examine this question among 919 municipal managers and department heads across the United States. The findings indicate that interlocal service cooperation increases when jurisdictional actors network frequently through a regional association or council of government and when they are united by a common set of professional norms and disciplinary values. Manager participation in professional associations, however, does not increase interjurisdictional cooperation. The key conclusion for local government practitioners searching for ways to increase collaboration: networks that afford opportunities for more face-to-face interaction yield better results for effective service partnerships.


Abstract

Federal, state, and local governments did not work well together to provide an effective response to Hurricane Katrina. Some of this failure can be attributed to the power struggle between the federal and state governments. The National Incident Management System (NIMS) was designed to foster collaboration among governments and their departments and agencies. However, this system largely failed. To overcome this failure, many have proposed centralizing disaster response in the federal government. Centralized control would damage the basic federal structure of our government as the national government appeals to the ever-present dangers of terrorism and natural disaster to gain permanent primacy in the relationship. The current federal system actually can work better than centralization if leadership and organizational transformation are stressed. The National Incident Management System has many elements in place that can make the federal system of disaster response work if the proper stress on organizational transformation and leadership is applied.

https://www.jstor.org/stable/4624686


Abstract

Standard incentive theory models provide a rich framework for studying informational problems but assume that contracts can be perfectly enforced. This paper studies the design of self-enforced relational contracts. I show that optimal contracts often can take a simple stationary form, but that self-enforcement restricts promised compensation and affects incentive provision. With hidden information, it may be optimal for an agent to supply the same inefficient effort regardless of cost conditions. With moral hazard, optimal contracts involve just two levels of compensation. This is true even if performance measures are subjective, in which case optimal contracts terminate following poor performance.

**Abstract**

According to Paul C. Light's controversial book, *The New Public Service*, a federal pay increase will do little to compensate for what potential employees think is currently missing from federal careers. Talented Americans are not saying "show me the money" but "show me the job." And federal jobs just do not show well. All job offers being equal, Light argues that the pay increase would matter. But all offers are not equal. Light's research on what graduates of the top public policy and administration graduate programs want indicates that the federal government is usually so far behind its private and nonprofit competitors that pay never comes into play.

Light argues that the federal government is losing the talent war on three fronts. First, its hiring system for recruiting talent, top to bottom, underwhelms at almost every task it undertakes. Second, its annual performance appraisal system so inflated that federal employees are not only all above average, they are well on their way to outstanding. Third and most importantly, the federal government is so clogged with needless layers and convoluted career paths that it cannot deliver the kind of challenging work that talented Americans expect.

None of these problems would matter, Light argues, if the government-centered public service was still looking for work. Unfortunately, as Light's book demonstrates, federal careers were designed for a workforce that has not punched since the 1960s, and certainly not for one that grew up in an era of corporate downsizing and mergers. The government-centered public service is mostly a thing of the past, replaced by a multisectedored public service in which employees switch jobs and sectors with ease.

Light concludes his book by offering the federal government a simple choice: It can either ignore the new public service and troll further and further down the class lists for new recruits, while hoping that a tiny pay increase will help, or it can start building the kind of careers that talented Americans want.


**Abstract**

Working Across Boundaries is a practical guide for nonprofit and government professionals who want to learn the techniques and strategies of successful collaboration. Written by Russell M. Linden, one of the most widely recognized experts in organizational change, this no nonsense book shows how to make collaboration work in the real world. It offers practitioners a framework for developing collaborative relationships and shows them how to adopt strategies that have proven to be successful with a wide range of organizations. Filled with in-depth case studies—including a particularly challenging case in which police officers and social workers overcome the inherent differences in their cultures to help abused children—the book clearly shows how organizations have dealt with the hard issues of collaboration.
Abstract

Stakeholders agree on the need to promote innovation in work organization in public services. This article deploys the concept of collaborative innovation to discuss employees’ and managers’ experiences of a major technology-driven work redesign project within National Health Service pharmacy services in Scotland. The authors draw on extant literature on New Public Management (NPM) and collaborative approaches to innovation to frame more than 40 in-depth interviews with managers and employees. They find that key components of collaborative innovation—related to joint problem-solving, interdisciplinary working, and mutual learning—were important to the success of the redesign project and had positive impacts on job quality for some employees. The authors argue that researchers and policy makers should look beyond NPM-driven models that have dominated some areas of the public innovation literature to consider the potential added value of collaborative innovation to improving both work and service delivery in the public sector.

https://doi.org/10.1111/puar.12843

Abstract

Improving cross-agency information sharing is at the heart of service transformation efforts to provide more effective services to individuals with complex social needs. So far, however, there is not much empirical research available on cross-agency information sharing. This article explores New Zealand-based cross-agency information sharing practices, with a specific focus on information sharing enablers and barriers in multi-agency collaborative initiatives aimed at achieving integrated social service provision. Empirical findings show the importance of personal data protection and trust in cross-agency information sharing in the New Zealand context; a distinction being made between —hard‖ and —soft‖ information; agencies having different information needs and requirements; clear differences in information sharing practices and procedures between agencies with a public service mandate and those with a public safety mandate; the contribution of information sharing protocols and co-location to effective information sharing; and information sharing challenges due to issues around data ownership, a lack of technical interoperability, and a lack of technical capability and knowledge. Generally, in line with operational practice, existing privacy legislation offers an appropriate —default position‖ for cross-agency information sharing in managing for shared social outcomes in New Zealand. However, there is a need for additional legal support of information sharing by agencies operating under a public service mandate.

https://www.tandfonline.com/doi/abs/10.1080/01900692.2010.533571

Abstract

Based on the collaborative governance framework, this paper proposes four starting conditions that affect the establishment of intergovernmental collaboration: power imbalance, resource imbalance, prehistory of collaboration and participation of superior levels of government. The interaction of these conditions is tested with collaborative practice among local governments in China to control air pollution. The qualitative comparative analysis results show that wheel-shaped, umbrella-shaped and fan-shaped modes promote collaboration. Non-participation of superior levels of government and strong–strong competition modes inhibit collaboration. External leadership and internal leadership play important roles in the initiation of interlocal collaboration.

https://doi.org/10.1080/14719037.2021.1879915


Abstract

Collaborative innovation has been increasingly adopted by the public sector to address complex issues and improve its efficiency. Despite the developments in the literature on this subject, recent studies still indicate the need to investigate how public governance could be organized to support collaborative processes of innovation. Through a systematic review of 36 empirical studies, this article aims to contribute to bridging this gap by identifying the characteristics that should form governance in order to support the collaborative innovation process in the public sector. The results show that the establishment of relationships of trust, supported by technology tools and promoted by leaders committed to well-established goals, is a characteristic of governance that has a positive influence on collaborative innovation processes. However, there is still a need to develop more studies that indicate the characteristics of governance that may contribute to the implementation of innovation and not just to its creation processes.

https://doi.org/10.1177/0020852319893444


Abstract

Partnership and participation have co-evolved as key instruments of New Labour's agenda for the 'modernisation' and 'democratic renewal' of British local government. It is often assumed that partnerships are more inclusive than bureaucratic or market-based approaches to policy-making and service delivery. This article argues that partnership working does not in itself deliver enhanced public participation; indeed, it may be particularly difficult to secure citizen involvement in a partnership context. The article explores the relationship between partnership and participation in a wide range of local initiatives, exemplifying difficulties as well as synergies. The article concludes that public participation needs to be designed-in to local partnerships, not assumed-in. A series of principles for the design of more participative local partnerships is proposed.

https://www.tandfonline.com/doi/abs/10.1080/0300393042000230920

**Abstract**

Reviews several books on public administration. 'Forging Nonprofit Alliances,' by Jane Arsenault; 'Getting Agencies to Work Together: The Practice and Theory of Managerial Craftsmanship,' by Eugene Bardach; 'Crossing Boundaries: Collaboration, Coordination, and the Redefinition of Resources,' by Seymour B. Sarason and Elizabeth M. Lorentz.

https://www.jstor.org/stable/977469


**Abstract**

How can public-sector regimes, agencies, programs, and activities be organized and managed to achieve public purposes? This question, of fundamental importance in the fields of politics, policy implementation, public administration, and public management, motivates the systematic study of governance. In this article, we present a logic of governance, based in political economy literatures, that might be used as a first step toward framing theory-based governance research. We also describe a methodological approach that is more likely to appropriately identify and explain relationships in governance regimes that involve activities and interactions that span more than one level of an organization or systemic structure. In addition, we explore the potential of various sources of data for governance research, recognizing that governance researchers will inevitably have to make simplifying assumptions or measure crudely things that we know are much more complex. We argue that when appropriately framed and interpreted through a logic of governance that acknowledges limitations attributable to the models, methods, and data employed, governance research is more likely to produce enduring knowledge about how, why, and with what consequences public-sector activity is structured and managed.

https://www.jstor.org/stable/3525644


**Abstract**

This article uses data from a survey of nonprofit executive directors in Boston, Massachusetts to address the question: which factors influence the propensity for and intensity of nonprofit-local government collaborations? The likelihood of collaboration (or propensity) is influenced by resource dependence on government and foundation funding, reduced transaction costs, and perceived competition with other nonprofits. The strength (or intensity) of nonprofit-local government relationships is positively associated with nonprofit capacity, resource diversification, factors associated with reduced transaction costs, and participation in a nonprofit membership association. These findings have important implications for government practitioners and nonprofit leaders who seek to foster stronger collaborations.

http://www.jstor.org/stable/24639179

**Abstract**

This study addresses a specific challenge of non-utilized benefits from the potential of networked structures, design, and technological solutions in collaboration platforms as a source for improving and stimulating internal and external co-creation opportunities. The organization of the collaboration between diverse set of actors in sharing knowledge and resources results in fragmented value co-creation processes of networked platforms (online communities, social networks, networks of practice, etc.). Collaboration platforms may differ in terms of users or purpose, but they all seem to share a number of common characteristics such as mass participation in online interactions, inclusion of information communication technologies (ICT) together with people in knowledge creation and aggregation, etc. The article evaluates the readiness of networked platforms to generate intended co-creation value by conducting a qualitative research on 30 collaboration platforms in Lithuania using a Social Indices calculation methodology (Skaržauskienė & Gudelytė, 2015). The study assesses the platforms with the use of three integrated indicators, namely, capacity for creativity, capacity for aggregating knowledge, and capacity for decision making. The research results provide valuable information on the trends in managing collaboration platforms, distilled best practices, and opened up opportunities for scientific reasoning to design engagement strategies.

https://doi.org/10.1016/j.jbusres.2016.04.038


**Abstract**

Although difficult, complicated, and sometimes discouraging, collaboration is recognized as a viable approach for addressing uncertain, complex and wicked problems. Collaborations can attract resources, increase efficiency, and facilitate visions of mutual benefit that can ignite common desires of partners to work across and within sectors. An important question remains: How to enable successful collaboration? Inter-Organizational Collaboration by Design examines how these types of collaborations can overcome barriers to innovate and rejuvenate communities outlining the factors and antecedents that influence successful collaboration. The book proposes a theoretical perspective for collaborators to adopt design science (a solution finding approach utilizing end-user-centered research, prototyping, and collective creativity to strengthen individuals, teams, and organizations), the language of designers, and a design attitude as an empirically informed pathway for better managing the complexities inherent in collaboration. Through an integrated framework, evidence-based tools and strategies for building successful collaboration is articulated where successful collaboration performance facilitates innovation and rejuvenation. This volume will be essential reading for academics, researchers, leaders and managers in nonprofit, private, and government sectors interested in building better collaborations.

https://www.taylorfrancis.com/books/mono/10.4324/9781315468617/inter-organizational-collaboration-design-jennifer-madden


**Abstract**
A selected review of the research literature on qualitative case studies describing interorganizational collaborations (IOCs) yielded 22 longitudinal cases that address dynamics, or changes, that occur during IOCs. We systematically review the cases for the sources and effects of these IOC dynamics on outcomes. We find six distinct patterns of IOC dynamics varying in complexity from a simple binary loop to multiloop recursive flows. We also find that the more complex dynamic patterns are associated with successful outcomes. This review highlights directions for future research with the aim to advance the literature on IOC dynamics.

https://doi.org/10.1177/0149206314563399


Abstract

Language is a key element for the formation of social identity and cohesion and is important for setting the tone for the way that people behave with and to each other. The aim of this paper is to highlight the need for a distinct language that better describes and shapes the thinking and practice of collaborative networks and collaboration generally. We argue that development of a specialized language for collaborative networks is necessary to better reflect their distinctive characteristics and operating logic, including higher levels of cohesion, communication and collective action. Using two collaborative case examples we specifically focus on how this new language engenders changed, more collaborative practice and relates to the unique way management and leadership are practiced in collaborative networks.

https://doi.org/10.1080/14719037.2016.1209232


Abstract

Cross-sector development partnerships (CSDPs) are project-based collaborative arrangements between business, government, and civil society organizations in support of international development goals such as sustainability, health education, and economic development. Focusing on public private partnerships in development cooperation, we examine different constellations of bridging agents and their effects in the formation of single CSDP projects and longer-term alliances. We conceptualize bridging agency as a collective process involving both internal partner representatives and external intermediaries in initiating and/or supporting roles. We find that the involvement of external intermediaries eases the formation of single projects and longer-term alliances. However, when projects are initiated by external intermediaries they tend to be repetitive and narrow in scope, whereas projects initiated by internal partner representatives often explore novel agendas and embody a greater potential for social innovation. Yet, the longer-term pursuit of these agendas beyond single projects may require external intermediaries in supporting roles. Findings help better understand microprocesses and collective practices of brokerage and alliance formation in transnational governance contexts and beyond.

http://www.jstor.org/stable/42921509

**Abstract**

This article examines some of the key barriers to collaborative resource management: the differential costs and benefits of these approaches for organizations and individuals. Drawing on the U.S. Forest Service’s use of alternative dispute resolution (ADR) processes to resolve forest plan appeals in the late 1980s, the analysis shows that although ADR can benefit the larger organization, the individuals who actually participate in ADR incur personal costs. The analysis focuses on the time demands and personal costs of collaborative processes. The article concludes by suggesting changes in organizational policies that can help mitigate the differential costs and benefits of ADR and reduce some of the barriers to more widespread use of collaborative management approaches by public officials.

[https://journals.sagepub.com/doi/10.1177/0095399798303003](https://journals.sagepub.com/doi/10.1177/0095399798303003)


**Abstract**

On December 6, 2002, the Forest Service published a proposed planning regulation that provides a framework for community-based collaborative planning for sustainability, alters the spatial and temporal scales of public involvement, and replaces postdecisional appeals of forest plans with a predecisional objection process. This article examines the potential effects of community-based collaborative planning on national environmental stakeholders and explores what it means to be accountable to a national constituency. The author argues that the focus on the community of place in collaborative planning, compounded by the loss of appeals, undermines the democratic accountability of the forest planning processes.


**Abstract**

Collaborative governance plays a significant role in crisis management and greatly contributes to the fight against COVID-19. This article demonstrates how East Asia effectively combats COVID-19 through collaboration with enterprises, nonprofit organizations, and citizens. By comparing different countries’ responses, this study proposes three different types of collaborative governance models employed in combating the pandemic, namely the Chinese state-led cooperation model, South Korea’s state-society synergy model, and Japan’s social voluntary cooperation model. The findings demonstrate that there is no one-size-fits-all model to respond to the COVID-19 crisis. The specific response initiative that the government adopts is shaped by its state intervention and coercion capacity, as well as the social voluntary cooperation norm. Each country should take anti-pandemic measures based on its specific conditions. Achieving a balance between preventing the pandemic and maintaining social economic development is a challenge for governments. The three collaboration models drawn from the East Asian experience provide valuable lessons for combating the global pandemic and future crises.

**Abstract**

Although collaboration is recognized as an effective means to address multifaceted community issues, successful collaboration is difficult to achieve and failure is prevalent. To effectively collaborate, collaborators must recognize the strengths and weaknesses within their own efforts. Using Mattessich and colleagues’ work as a springboard, a seven-factor model of effective collaboration is presented along with an accompanying evaluation tool, the Collaboration Assessment Tool (CAT). Confirmatory factor analysis of the CAT validated the proposed model with all seven collaboration factors demonstrating strong internal consistency. Concurrent validity was established through expected positive intercorrelations between the factors as well as strong positive correlations with the perceived success of collaborative efforts. As evaluators are increasingly asked to evaluate collaborations and coalitions, this conceptual model and tool can provide evaluators with a grounded, reliable, and valid assessment instrument to work with clients to build collaborative efforts in an intentional, comprehensive, and effective manner.


**Abstract**

Collaboration is used to address a range of complex problems, but there is less research on ongoing collaboration networks. We use interviews, document analysis, focus groups, and a survey to evaluate transportation networks in Oregon. Participants were positive about network operations, but the research highlighted how a centralized network limited goal sharing and multilevel functioning. Information procedures built group expertise and defined the network’s practical authority, despite a broader mandate. Representing diffuse interests was a challenge that requires further research. These findings highlight options for designing and improving collaboration networks relevant to a range of planning and management settings.


**Abstract**

Collaborative approaches to governance are being used to address some of the most difficult environmental issues across the world, but there is limited focus on the challenges of practice. Leading scholars from the United States, Europe and Australia explore the theory and practice in a range of contexts, highlighting the lessons from practice, the potential limitations of collaboration and the potential strategies for addressing these challenges.

Abstract

Welsh policy-makers have rejected customer-driven market approaches to the delivery of public services. Instead they espouse a model of delivery rooted in collaboration and citizen engagement. Empirical evidence from two recent wide-ranging reviews of public services in Wales suggests that this approach could offer a viable alternative to user choice and competition but, for it to be fully effective, central and local government need to embrace other drivers of improvement.


Abstract

Much existing scholarship on nonprofit organizations’ receipt of government funds appears to assume that there is something highly problematic about this relationship. Although rarely articulated in these studies, the concern about the negative effects of government funding turns on a view of nonprofits that privileges their private character. In this article, rather than examining how public funds constrain private action, we inquire about how government deploys private organizations, via the mechanism of government funding, to secure a public good. Using a case study of the nonprofit child welfare sector in New York State, we theorize a deficit model of collaborative governance in which nonprofits have been deputized by the state to secure children’s social rights but do not receive sufficient resources to cover the costs of securing those rights. Then, we connect this theory to organization-level financial management practices that pose challenges to the nonprofits of both survival and service quality. This nonprofit organizational instability concerns the state insofar as it threatens the securing of individuals’ social rights.


Abstract

Scholarship on collaboration in natural resource management is restricted by a lack of large-N assessments and mixed methods approach to examine relationships between collaborative structures and processes, and management actions and outcomes. This paper examines the relationship between perceived levels of collaboration, collaborative process indicators, and benefits of USDA Forest Service
stewardship contracts at a broad spatial and temporal scale using mixed methodology. This study found higher levels of collaboration were strongly associated with jointly initiated processes that included a breadth of interests and utilized a broad range of outreach mechanisms and opportunities for engagement. Highly collaborative processes were closely linked with attaining project objectives and social and economic benefits. Findings contribute to defining collaboration by uncovering the relationship between perceived levels of collaboration, the role of process characteristics, and perceived benefits of collaborative stewardship contracting processes through a large-N dataset (n = 1,064) and case study (n = 61) findings.

https://doi.org/10.1080/08941920.2019.1665762


Abstract

This article examines the nature of interorganizational relationships that are formed within a multi-tier human service delivery system. Taking into account the hierarchical structure of a statewide initiative to support early childhood education, the study investigates the differences in the relationships between organizations at the service and administrative levels of the system. Forty-nine administrative level and 146 service delivery level relationships are evaluated. Findings indicate that organizations involved in direct service delivery form more collaborative relationships. Thus, when government provides funding for human services, policymakers must seek to balance public accountability with the advantages believed to be inherent in devolved service delivery. Furthermore, practitioners who appreciate the importance and nuances of interorganizational relationships will be in a position to better manage their organizations in an environment of increased collaborative activity and joint delivery of services. Going forward, human service systems will continue to involve organizations from the public, nonprofit, and private sector. A better understanding of how these organizations work together is crucial to the effective delivery of these essential services.

https://www.jstor.org/stable/41710245


Abstract

Public and private organizations deal closely with each other on regulatory issues. Newer forms of regulation rely on shared enforcement and supervisory responsibilities, regulatory negotiation, and other methods that try to get beyond remote public commands while maintaining effective public involvement. This article examines how regulators and firms deal with each other, the interdependence that forms between them in the course of their work, and the benefits and liabilities of the strong ties that may develop out of this interdependence. We use the securities industry as a context for discussion but indicate that the points apply more generally. We pay special attention to the potential benefits and risks of cohesive regulatory networks. Regular dealings among regulators and firms outside of regular rulemaking or enforcement proceedings enhance cooperation, reduce information disparities, strengthen regulatory cultures, and arguably lower the threshold of external pressure required to effect changes within firms. The conditions enhancing these benefits, however, also will restrict the flow of information, perspectives, and criticism from outsiders, potentially leading to erosion of performance standards and eventually
serious problems. We describe the circumstances under which these tensions are more likely to be managed without damage from these problems and the broader implications for research and teaching in public management and policy.

https://www.jstor.org/stable/4139746


Abstract

Diversity management has received considerable attention in public management research. Most existing research, however, analyses the effects rather than the determinants of diversity management. Using panel data on American hospitals from 2008 to 2011, we probe how market competition, inter-organizational collaboration and clientele diversity affect diversity management adoption. We find that all three environmental factors increase diversity management adoption. Hospitals in competitive markets are more likely to adopt diversity management strategies when they engage in extensive service collaboration and serve a diverse population. Monopolies in less collaborative environments lag behind in adopting diversity management, especially when they serve ethnically homogenous populations. Our findings broaden understandings about what drives diversity management practices and add to the literature on the external contingency of managerial practice.

https://doi.org/10.1111/padm.12616


Abstract

The arguments to be advanced in this exercise are fourfold. First, the coordination of relief is possible only to the extent that there is contact, communication, and cooperation among humanitarian actors. Second, umbrella organizations such as Interaction may furnish some, but not all, of these requisites. Third, and consequently, non-governmental organizations may reconsider the merit of joint operations at the domestic level. Finally, agencies that respond to disasters must also contemplate, among other things, how coordination can be facilitated with modern communications technology or by working closely with the affected government. Nevertheless, the preliminary nature of this theory and the reliance upon a single case to deduce the value of umbrella organizations underscore the need for more research to be conducted on the collaborative efforts of non-governmental organizations in disaster relief.


Abstract

The March 28, 2000, Fort Worth tornado serves as a case study to examine how organizations collaborate in their attempt to perform multiple response and recovery functions. Factors that inhibit and facilitate coordination among disaster-related organizations are identified. Implications for improving disaster
response operations and management are presented. Emergency managers and others involved in disasters should learn from the positive lessons from Fort Worth. Political support, preparedness activities, networking and cooperation, the availability and use of technology, and a well-equipped and well-managed emergency operations center are several factors that facilitated coordination after this event.


Abstract

Collaborative public management research is flourishing. A great deal of attention is being paid to the process and impact of collaboration in the public sector, and the results are promising. This article reviews the literature on collaborative public management by synthesizing what we know from recent research and what we've known for quite some time. It addresses the prevalence of collaboration (both recently and historically), the components of emerging collaborative structures, the types of skills that are unique to collaborative management, and the effects of collaboration. Collaborative public management research offers a set of findings that contribute to an emerging knowledge base that supplements established public management theory.


Abstract

Intergovernmental management is more than just intergovernmental relationships involving the federal government. Though Professor McGuire agrees that the federal government has become more intrusive and opportunist since the mid-20th century—resulting in less cooperative intergovernmental relations—he argues that collaborative management is much more prevalent than it is depicted in Dr. Conlan's analysis. A bottom-up view suggests that local and regional activity can be both opportunistic and collaborative, and such a perspective must be considered in any discussion of managing federalism.


Abstract

Like most public managers nowadays, local emergency managers operate within complex, uncertain environments. Rapid changes in the scope and severity of the issues increase the extent of intergovernmental collaboration necessary to address such challenges. Using a large data set of county emergency management agency directors, variations in intergovernmental collaboration reflect influences from problem severity, managerial capacity, and structural factors. The results demonstrate that public
managers who perceive problems as severe, possess specific managerial skills, lead high-capacity organizations, and operate in less complex agency structures collaborate more often and more effectively across governmental boundaries.


Abstract

In recent years, there has been a notable shift toward collaborative governance as a theoretical and practical framework for public administration and management, and in light of this shift, public administration scholars have called for refocused attention on the relationship between bureaucracy and democracy. This article responds to this call by turning to the critical social theory of Jürgen Habermas. It reviews relevant elements of Habermas’s broader social theory that illuminate the tension between bureaucracy and democracy in the context of collaborative governance. Collaborative governance is best viewed from the perspective of a critical theory attuned to the normative and political stakes of collaborative arrangements and practices. In the conclusion, the specific contributions made to collaborative governance from a critical theory perspective are discussed. The article ends with a plea for the folding of critical democratic pedagogy into the training of public managers and administrators. Public managers should be trained to see the potentials of collaboration from the perspectives of both administrator and citizen in order to see not only how processes of governance or management take place but also how those processes could and should advance the cause of democracy.

https://doi.org/10.1080/10841806.2019.1678353


Abstract

As public administrators face complex problems, fiscal stresses, and resource shortages, innovative partnerships are needed to bring diverse stakeholders together to resolve these problems. Despite their frequent use, little has been done within the interorganizational literature to explore empirically the range of interactions potentially useful in interorganizational settings. This article presents a conceptual framework that may be used to differentiate among cooperation, coordination, and collaboration. By exploring empirical differences between interactions and identifying the conditions which warrant their use, a more detailed picture of interorganizational arrangements may be captured and utilized to improve the integration of public programs and services. Conclusions suggest that the framework’s conceptual clarity will have implications for interorganizational theory and the practice of public management.

https://doi.org/10.1080/01900692.2012.655527


Abstract
Many of the case studies on collaboration tout the success of collaborative efforts, and theory building efforts focus almost exclusively on conditions for successful collaboration. Notably missing from the literature are efforts to comprehend why collaborations fail. Given that participants in a collaboration are invested in the collaborative effort, why does a collaboration fail? In addition, does the membership of the collaborative effort impact the factors for success or failure? By examining extant literature on both collaboration success and collaboration failure, we seek to identify a set of factors common across the literature that are foundational to a framework of collaboration failure.

https://doi.org/10.1080/01900692.2019.1627552


Abstract

This insightful Handbook presents readers with a comprehensive range of original research within the field of collaborative public management (CPM), a central area of study and practice in public administration. It explores the most important questions facing collaboration, providing insights into future research directions and new areas of study.


Abstract

This article reviews Collaborative Governance: Private Roles for Public Goals. The author gives an overview of the book, including key assumptions made. Though the concept of using collaboration for legitimacy was novel, the argument was narrowly draw. Ultimately, the review concludes that the authors of Collaborative Governance did not engage with the literature in writing their book. However, the book may still be useful for those studying public administration.


Abstract

This manuscript provides the first systematic test of a formal theory of managing government programs in a network context. Using data from several hundred school districts in Texas, we create a measure of network management that reflects the time school superintendents interact with several sets of significant actors in the environment. We find that network management is not only related to overall organizational it has positive impacts even in the presence of a lagged dependent variable. Further, management appears to interact with other organizational resources in a nonlinear manner to further augment organizational performance. Although public school networks are not as complicated or as populated as those of many other public organizations, the findings suggest how management might matter in these other networks.

**Abstract**

The study of networks is a growth area in public management. This article argues that small studies of networks need to be supplemented with large n studies that permit one to include more theoretically relevant control variables and to deal with issues of causality. Using survey data from several hundred agency heads, this article presents a reliable measure of management network activities that has demonstrated substantial empirical import. If the right network nodes are selected, contact information on only a limited number of nodes is needed. Who initiates contacts within the network is also shown to be important.


**Abstract**

As part of the Open Government Initiative, the Barack Obama administration has called for new forms of collaboration with stakeholders to increase the innovativeness of public service delivery. Federal managers are employing a new policy instrument called Challenge.gov to implement open innovation concepts invented in the private sector to crowdsourcing solutions from previously untapped problem solvers and to leverage collective intelligence to tackle complex social and technical public management problems. The authors highlight the work conducted by the Office of Citizen Services and Innovative Technologies at the General Services Administration, the administrator of the Challenge.gov platform. Specifically, this Administrative Profile features the work of Tammi Marcoullier, program manager for Challenge.gov, and Karen Trebon, deputy program manager, and their role as change agents who mediate collaborative practices between policy makers and public agencies as they navigate the political and legal environments of their local agencies. The profile provides insights into the implementation process of crowdsourcing solutions for public management problems, as well as lessons learned for designing open innovation processes in the public sector.


**Abstract**

This study seeks to elicit insights on the individual and organizational competencies associated with effective collaboration. Specifically, the authors gathered grounded insights on collaborative competencies from undergraduate students enrolled in an introductory public affairs course at a research-intensive, Midwestern university—following student participation in an interactive and replicable simulation designed according to Ansell and Gash’s “collaborative governance” framework. Results indicate that respondents associated being open-minded, strategic, respectful, an effective communicator,
and patient with individual competencies; whereas compromise, teamwork, and trustworthiness were identified as organizational characteristics. Findings also highlight the educational value of simulations and related experiential- and active-learning techniques in elevating the knowledge, skills, abilities, and confidence of students in relation to practices integral to public service delivery, such as collaboration.

https://doi.org/10.1080/15236803.2018.1429812


Abstract

This book provides approachable and insightful chapters that summarize state-of-the-art thinking and research on alliances and networks. Contributions by leading scholars cover foundations or fundamentals as well as frontier areas through a diverse range of perspectives.


Abstract

Public sector organizations are increasingly interested in using data science and artificial intelligence capabilities to deliver policy and generate efficiencies in high-uncertainty environments. The long-term success of data science and artificial intelligence (AI) in the public sector relies on effectively embedding it into delivery solutions for policy implementation. However, governments cannot do this integration of AI into public service delivery on their own. The UK Government Industrial Strategy is clear that delivering on the AI grand challenge requires collaboration between universities and the public and private sectors. This cross-sectoral collaborative approach is the norm in applied AI centres of excellence around the world. Despite their popularity, cross-sector collaborations entail serious management challenges that hinder their success. In this article we discuss the opportunities for and challenges of AI for the public sector. Finally, we propose a series of strategies to successfully manage these cross-sectoral collaborations.

https://doi.org/10.1098/rsta.2017.0357


Abstract

Recent research on publicness has called for nuanced attention to various aspects of publicness and their effects; in the meantime, public value research has remained largely theoretical and qualitative, calling for more empirical testing. Integrating these two different but related areas in the literature, this article examines how three publicness dimensions (regulative, normative, and cultural publicness) affect
organizations’ collaborative activities for community benefits. Using data from the 2009 American Hospital Association survey, this article shows that all three dimensions are positively associated with hospitals’ collaboration for community benefits. Implications for future research on publicness, public value, and collaboration are discussed.

https://doi.org/10.1111/puar.13166


**Abstract**

Measuring performance of public goals can be highly complicated considering that, in the achievement of those goals, governments are no longer directly involved in the delivery of goods and services. Hybridization of public functions, purposes and processes has created new challenges by fragmenting public bureaucratic functions into the hands of multiple players, thus complicating measuring and reporting performance outcomes. This article presents the results of a study that examined performance indicators across multiple public agencies in a large municipal county. The purpose was to assess whether performance measures link organizational collective goals. It specifically addresses the following question: How does the governance of multi-actor networks influence the design of performance measures? The study emphasizes a need for the design of interlinked performance measures in a large networked environment. The findings indicate that design of performance measures remains insular to the organization and does not reflect the hybridized collaboration between various entities.

https://doi.org/10.1080/12294659.2015.1088689


**Abstract**

This article argues that collaborative network success is a function of having the necessary social, knowledge, and financial capital, and the capacity to manage that capital through collaborative governance and knowledge management. This theory is examined through a comparative case study of two early childhood/school readiness networks. The evidence suggests that both collaborative governance and knowledge management enable collaborative networks to use their resources wisely and that organizational commitment to the network, the role of data collection and sharing, and the challenges of information technology all bear further investigation as important components of collaborative network capacity.

https://doi.org/10.1080/14719037.2013.822527


**Abstract**
NGO collaborations and government–NGO relations have become popular subjects of inquiry in public administration. Building on contemporary trends in the field, this exploratory study adopts a transnational governance perspective to examine the collaborative propensities of transnational NGOs registered in the United States. Unlike prior scholarship focusing on subnational samples of domestic organizations operating within single sectors of activity, findings are based on a mixed-method analysis of in-depth, face-to-face interviews with top organizational leaders from a diverse sample of 152 transnational NGOs spanning all major sectors of NGO activity. Analysis discovers that leaders’ organizations exhibit either an “independent” or an “interdependent” collaborative propensity. As members of global civil society, many transnational NGO leaders are reluctant, if not averse, in their attitudes toward collaboration with actors outside of civil society, particularly government agencies. Leaders of independent transnational NGOs evince concern over the implications of intersectoral collaboration for organizational legitimacy, whereas leaders of interdependent transnational NGOs appear to be attracted to the increased funding and recognition that intersectoral collaborations may provide. Further analysis of the perceived benefits and obstacles to collaboration reveals additional insights about the factors influencing leaders’ decisions to engage in or not to engage in intersectoral collaboration.

http://journals.sagepub.com/doi/10.1177/0275074012474337


Abstract

This article reports on exploratory, mixed-method research using three different datasets to provide a qualitative comparison describing how U.S. local public managers, U.S. federal public managers, and U.S.-based transnational NGO leaders understand the links between collaboration and performance. We augment a growing literature within the field of public administration, which has rarely undertaken comparative cross-sectoral examinations of collaboration and performance, and has largely neglected the perspectives of transnational NGO leaders. Insights are compiled from multiple waves of surveys and interviews with leaders from the U.S. federal Senior Executive Service (n = 305), the International City/County Management Association (n = 1,417), and U.S.-based transnational NGOs (n = 152). Mixed-method analysis reveals that for all three groups of respondents, the perceived positive link between collaboration and performance is the main catalyst for engaging in collaboration as a management strategy. The results also identify specific concerns about the cost of collaboration in terms of power, time, conflict, stress, process, suboptimal outcomes, and resources.

http://doi.org/10.1080/15309576.2015.1031015


Abstract

A crucial challenge for the coordination of horizontal policy programs—those designed to tackle crosscutting issues—is how to motivate government organizations to contribute to such programs. Hence, it is crucial to study how practitioners in implementing organizations view and appreciate the coordination of such programs. Assisted by Q-methodology, this inductive study reveals three significantly different “images”: central frame setting, networking via boundary spanners, and
coordination beyond window dressing. Most surprisingly, different images show up among respondents within the same organizations and horizontal programs. The authors find that the images reflect elements of the literature: the resistance to hierarchical central control, the need for local differentiation and increased incentives, and a collaboration-oriented culture. Most importantly, practitioners of implementing organizations perceive top-down mechanisms as ineffective to achieve coordination and ask for adaptive arrangements, involvement, and deliberative processes when designing coordination arrangements and during the collaboration.

https://doi.org/10.1111/puar.13136


Abstract

Many public issues require collaboration between governments, private actors, NGOs, civic organizations, and individual organizations. Initiating such a collaboration is challenging, but sustaining such a partnership can be even more difficult. This paper aims to explore what types of collaborative governance structures (CGSs) are found in urban gardens that have continued to exist over the years and that have been discontinued. In order to do this, we analysed 14 urban gardens in the Netherlands as striking examples of CGSs. By applying Fuzzy-set Qualitative Comparative Analysis (FsQCA), we were able to unravel plausible explanations for gardens that (did not) stand the test of time. The analysis shows that financial independence, strong institutionalization, and having a small core group of volunteers is the most important configuration for the durability of an urban garden. Even though some gardens were meant to be temporary, this structure made them durable. Two urban gardens – envisioned to be temporal – did not develop an institutional design or financial independence, which led to their discontinuation.

https://doi.org/10.1080/14719037.2021.1879912


Abstract

The economic recession of 2007-2013 brought many challenges to nations and cities throughout the world. Los Angeles experienced a foreclosure crisis that brought instability in the real property market, resulting in property loss and loss of revenue from property taxes and increasing demands on city resources from blighted properties. The paper begins with a background of the problem related to blighted properties and proceeds a literature review related to the five phases to the development and implementation of a governance network. The paper then examines a case study—the City of Los Angeles Foreclosure Registry Program’s governance network to reduce blight—to assess the phases taken to learn if the theory of network design offers meaningful direction and insight. The paper closes with an evaluation of the consistency regarding the literature related to the five phases of governance network development and its implementation by the City of Los Angeles.

https://doi.org/10.3390/admsci9040083

Abstract

Collaborative governance (CG) is becoming the common currency of decision-making, able to surmount existing institutional constraints to effectively address challenges related to sustainability and social and environmental corporate behavior. CG approaches may however result in institutional complexity. As an illustration of CG in the domain of corporate social responsibility (CSR), the ISO 26000 standard is a legitimate point of reference for organizations worldwide. The standard represents a pluralistic institutional logic that resonates several tensions arising from the domain it tries to standardize, the nature of its development process, its interpretation of CSR and the type of standard it represents. This article aims to identify and examine strategic responses to ISO 26000 by various standards-related organizations (including national standardization institutes, certification organizations, and service providers) and to contribute to the understanding of strategic responses of organizations to pluralistic institutional logics that result from CG.

https://doi.org/10.1111/basr.12093


Abstract

The term collaboration is widely used but not clearly understood or operationalized. However, collaboration is playing an increasingly important role between and across public, nonprofit, and for-profit sectors. Collaboration has become a hallmark in both intragovernmental and intergovernmental relationships. As collaboration scholarship rapidly emerges, it diverges into several directions, resulting in confusion about what collaboration is and what it can be used to accomplish. This book provides much needed insight into existing ideas and theories of collaboration, advancing a revised theoretical model and accompanying typologies that further our understanding of collaborative processes within the public sector. Organized into three parts, each chapter presents a different theoretical approach to public problems, valuing the collective insights that result from honoring many individual perspectives. Case studies in collaboration, split across three levels of government, offer additional perspectives on unanswered questions in the literature. Contributions are made by authors from a variety of backgrounds, including an attorney, a career educator, a federal executive, a human resource administrator, a police officer, a self-employed entrepreneur, as well as scholars of public administration and public policy. Drawing upon the individual experiences offered by these perspectives, the book emphasizes the commonalities of collaboration. It is from this common ground, the shared experiences forged among seemingly disparate interactions that advances in collaboration theory arise. Advancing Collaboration Theory offers a unique compilation of collaborative models and typologies that enhance the existing understanding of public sector collaboration.

https://doi.org/10.4324/9781315749242

Abstract

What does public leadership—as practiced by public managers—mean in this age of collaborative governance? What competencies should be at the forefront of efforts to develop collaborative public leaders? Does a collaborative context require additional or enhanced competencies, or are standard organizational leadership competencies sufficient? This chapter addresses all of these questions, examining leadership in the context of collaborative governance.


Abstract

This chapter discusses the prevalence of collaborative governance in the literature and the increasing emphasis on leading across boundaries. The author uses the example of Bill Gibson to demonstrate effectively working across jurisdictions and sectors. As director of a regional council for more than 30 years, Bill Gibson is instrumental in facilitating “boundary-crossing” collaborations that increase public value. Characteristics of entrepreneurship, attention to “relationship capital,” and the humility derived from ego strength combine with the context of working for a boundary organization to help explain his success.


Abstract

Collaborative governance is becoming a primary motif in public administration research and practice. There is widespread recognition of the need to develop leaders for collaborative governance, yet clear guidelines or standard operating procedures are elusive. However, while the literature is varied, a broad model of collaboration phases is distinguishable and core competencies are emerging. This article outlines a four-phase model of collaborative governance and corresponding competencies to help ground education and training for collaborative governance. The application of this approach to case teaching is demonstrated by repurposing a readily available teaching case.

https://doi.org/10.1080/15236803.2012.12001700


Abstract

The question asked here is how the horizontal relationship between public and private actors, with the overall aim of delivering public service, is squared with the requirement of democratic accountability...
according to the traditional model of command and control. Empirical analysis of the European satellite navigation program (Galileo), the European Investment Bank and health, and the European Financial market (the Lamfalussy model) shows that efficiency is at the forefront of the collaborations. Democratic accountability is assumed to take place because there is a formal chain of delegation. However, the private actors are not part of that chain and their accountability is never addressed. The market turn in European Union governance has opened up for private authority and emphasis of output legitimacy. It has not opened up for democratic reforms according to the very authority system of governance. We are dealing with a governance turn and yet it is still government.

http://www.mzes.uni-mannheim.de/projekte/typo3/site/fileadmin/BookSeries/Volume_eight/Chapter%207.pdf


Abstract

Despite the need for interorganizational collaboration within a humanitarian setting in recent years, there are a considerable number of challenges to efficient collaboration among humanitarian organizations (HOs) operating after natural disasters. Up to this point, scholars have explored the inhibitors and drivers of collaboration in a number of papers and reports that have primarily served to provide a list of factors that influence collaboration within a disaster relief context. Since each list is partial or limited, we conducted this meta-study to advance and frame knowledge on collaboration among HOs, to trace the gap of the literature and to initiate further studies on this topic. Our systematic literature review proposes a categorization of the factors influencing collaboration among HOs. It contains three clusters of factors: (1) contextual factors; (2) interorganizational factors; and (3) inner-organizational factors. In the last section, we elaborate on opportunities for future research on collaboration among HOs.

http://www.jstor.org/stable/44668830


Abstract

Participation in collaborative advocacy organizations is one of the most common advocacy tactics pursued by nonprofit organizations. However, field-level dynamics and norms around collaboration may be changing with the growth of public-private intermediary organizations. Using a lens that brings together theories of structuration and institutional entrepreneurship, this research investigates (a) how intermediary organizations structure advocacy opportunities and institutionalize new advocacy practices at the field level, and (b) how member organizations interpret those opportunities and practices. Qualitative findings from a regional homeless services policy field demonstrate that intermediary organizations gain members and thus, power, based on their position in the policy field and through their ability to connect members to valuable government contacts. In this field, participation in public-private intermediary organizations has surpassed involvement in traditional advocacy coalitions as providers are motivated to meet organizational legitimacy goals as much as advocacy goals.

https://doi.org/10.1177/0275074012465889

Abstract

Collaborative governance is intended to solve complex problems and promote democratic outcomes by connecting ground-level stakeholders with government. In order for these goals to be met, however, participants must have meaningful influence and opportunities for voice. Using national survey data from Continuums of Care (CoCs) mandated by the U.S. Department of Housing and Urban Development, this article investigates what structural characteristics of collaborative governance networks are related to promoting stakeholder inclusion and voice through policy advocacy involvement. Specifically, it investigates which network characteristics are associated with (1) the frequency of advocacy involvement by the network, (2) providers’ engagement in and influence over that advocacy, and (3) the CoC having stronger relationships with policy makers. Findings show significant relationships between greater network capacity and network advocacy, and between network governance structure and provider engagement and influence in that advocacy. Networks have stronger relationships with policy makers when providers are more engaged, providers have more influence, network capacity is higher, and direct advocacy tactics are used.

https://doi.org/10.1111/puar.13037


Abstract

In fragmented policy areas, collaboration between government entities and nonprofit providers is thought to promote knowledge sharing and reinforce mutual accountability, hopefully improving performance. The popularity of this trend is matched only by the difficulties in actually meeting these multiplex goals. This is partly because there are both process (e.g., engagement and mutual learning) and outcome (e.g., effectiveness) goals that can work at cross-purposes. In this article, we use longitudinal data from a specific collaborative governance model—Housing and Urban Development (HUD) Homeless Continuums of Care (CoCs)—to investigate the relationship between meaningful inclusion of nonprofit service providers in the network and a valued outcome: reducing regional chronic homelessness. Specifically, we use structural equation modeling to assess the degree to which provider influence and local government support play mediating roles between network governance structure, growth in federal resource munificence, and reductions in chronic homeless. Combining HUD administrative data and data from a national survey of the population of CoCs (N = 313, 75% response rate), we find that while both (1) provider influence in decision-making and (2) federal funding growth are directly associated with reductions in chronic homelessness, provider influence also serves as an important mediator in the relationships between network governance structure, federal funding growth, and reductions in chronic homelessness. Qualitative case examples are then used to demonstrate how these trends are experienced in practice. Overall, we argue that collaborative governance can best improve client outcomes when it is truly collaborative and providers are given meaningful ways to engage with and influence the process.

https://doi.org/10.1093/jopart/muab013

**Abstract**

Participants may lose faith in collaborative governance processes if they do not perceive internal decision-making processes to be legitimate. Yet, understanding how to assess internal legitimacy and what network characteristics are associated with it has been an enduring challenge. In this article, we propose conceptualizing internal legitimacy as multi-vectored, contrasting input legitimacy—the degree of openness and access that participants experience in their attempt to offer voice—with throughput legitimacy—the quality of the decision-making process itself. Using data from a comparative case study of 18 different US Department of Housing and Urban Development (HUD)-mandated Continuums of Care, we assess this framework with a mixed-methods approach, combining thematic analysis of interview data (n = 145) with Qualitative Comparative Analysis (QCA) to show (1) differences in how participants experience input and throughput legitimacy, (2) the nature of the relationship between input and throughput legitimacy, and (3) what specific network characteristics are associated with positive assessments of each. Our findings indicate that input and throughput legitimacy are distinct but related—throughput legitimacy is harder to achieve and dependent on positive assessments of input legitimacy. Some network characteristics, particularly large size and commissioner-style network management, pose challenges, but a focus on in-person engagement can help ameliorate them. We conclude that distinguishing between input and throughput legitimacy can help managers identify where and how to intervene in order to improve the legitimacy of decision-making processes in collaborative governance networks.

https://doi.org/10.1093/jopart/muaa044


**Abstract**

Public services are now being delivered less through single hierarchical organizations, and more through networks of multiple organizations coming from any level of government, and from private and nonprofit sectors. Particularly, in the area of emergency response, networks have grown in importance. The area of animal disease is an example of emergency response, as these have the potential to do damage to the nation’s food supply. Exotic Newcastle Disease (END) is one such disease, which occurred in 2002-2003, and was finally eradicated by a task force involving ten major state and federal agencies, local governments, and temporary employees from the private sector.


**Abstract**
This article examines the application of a structural innovation known as Incident Command Systems (ICS) in different crises. The ICS seeks to coordinate multiple response organizations under a temporary hierarchical structure. The ICS is of practical interest because it has become the dominant mechanism by which crisis response is organized in the United States. It is of theoretical interest because it provides insights into how a highly centralized mode of network governance operates. Despite the hierarchical characteristics of the ICS, the network properties of crisis response fundamentally affect its operations, in terms of the coordination difficulties that multiple members bring, the ways in which authority is shared and contested between members, and the importance of trust in supplementing formal modes of control.

http://jpart.oxfordjournals.org/cgi/reprint/19/4/895


Abstract

This study assesses and explains interagency collaboration performance in the Chinese public sector. Through a comparative case study, it shows that inter-organizational relation is hard to start up; conflicting policies, incompatible procedures, power disparity, low issue salience, and lack of perceived interdependence may separately and jointly affect collaboration performance. The presence of vertical meta-governance plays a critical role in turning the tide; however, its presence is tied up with other factors such as high issue salience or bottom-up appeal. In addition, the highest level of performance not only depends on vertical meta-governance but also on horizontal meta-governance.

https://doi.org/10.1080/14719037.2018.1508607


Abstract

In an era of devolution, collaboration between state and local institutions could be an effective tool for state governments to capitalize on local knowledge and respect local autonomy, while maintaining consistent standards and enforcement. However, the benefits to local agencies are less clear. Local agency personnel may have goals that diverge from their state counterparts and significant constraints on their resources, forcing them to consider the opportunity costs of collaboration. This article examines the determinants of subnational vertical collaboration in two settings: nested institutions with parallel missions and institutions with separate, but overlapping, missions. Augmenting an original survey of local public health departments in Wisconsin with data from other sources, we simultaneously estimate models predicting local cooperation with state agencies within and across issue boundaries. Our analysis indicates that management techniques, particularly performance evaluations that are tied to collaborative efforts, are the strongest determinant of collaboration across levels of government. We also find that political context facilitates vertical collaboration across nonnested institutions. Within nested institutions, local agencies are more likely to work with their state counterpart if they lack the capacity to act alone.

http://jpart.oxfordjournals.org/content/20/4/757.short

**Abstract**

Public policymakers increasingly are contracting with nonprofit organizations (NPOs) for innovations in the creation of new service systems in low-income communities. Interorganizational collaboration and cooperation are essential to such innovation. Neighborhood-based institutional arrangements require social work practitioners to work across multiple systems simultaneously—skills that most are not trained to possess. This article develops a theoretical and conceptual framework for neighborhood-based collaboration by NPOs; analyzes the main concepts of innovation in the design and implementation of a collaboration to prevent child maltreatment in an undervalued neighborhood; and draws implications for social policy, social work practice, and social work research.


**Abstract**

This article examines the critical leadership actions that support collaborative public service innovations, drawing on evidence from UK local government led partnerships. It concludes that success is more likely if leaders help the partnership to: build mutual trust; agree clear, well thought through, politically supported ambitions; invest time, resources and energy; galvanize managers and staff; make a long term commitment to achieving the objectives, learning, adapting and growing innovations together.

https://doi.org/10.1080/09540962.2019.1665391


**Abstract**

This article reviews and synthesizes diverse streams of literature to assess the potential of deliberative democracy for American public administration. It asserts that the field should refocus its attention on the role of citizens in the work of government to help address the pervasive citizenship and democratic deficits in the United States. American public administration has an obligation to address these deficits because (a) it is required to do so by democratic ethos, (b) it has contributed to the deficits with its widespread embrace of bureaucratic ethos, and (c) it must find ways to effectively engage citizens within modern network and collaborative governance structures. This article identifies deliberative democracy as one potential method to help fulfill these obligations and explains how deliberative processes may help address the deficit problems. The article concludes by identifying a preliminary research agenda for exploring the potential of deliberative democracy for public administration.

https://doi.org/10.1177/0275074009356467

Abstract

Nancy Alfaro is the quintessential practitioner of collaborative public management. More than that, she is a collaborative public manager focused on delivering customer service. Finding herself in the midst of a flurry of activity when San Francisco mayor Gavin Newsom suddenly ordered her to allow same-sex marriages in 2004, she pulled together the resources to perform more than 1,000 weddings in three days. Now, as director of San Francisco's 311 Customer Service Center, Alfaro oversees an operation that has reduced the number of telephone numbers residents may need to call for information and nonemergency services from 2,300 to just one. How Ms. Alfaro accomplished these remarkable tasks can be the source of fruitful lessons for other public officials.


Abstract

The emergence of COVID-19 as a global pandemic has necessitated the cooperation and collaboration of public health, public administration, and GIS professionals in order to keep the public informed and safe. This paper examines how these three professions’ code of ethics reinforce and conflict each other through a content analysis. A crosswalk is developed that identifies critical domains from all three codes of ethics, identifies keywords in these domains and identifies points of conflict and agreement. The crosswalk resolves conflicts and identifies an outcome unified code of ethics for application to COVID-19 data reporting. Observations grounded in each of the domains were then made of all state health department COVID-19 data reporting sites concluding that there were a number of ethical issues observed on the websites. The most frequent violations were found within domains where the ethical codes were divergent. The paper concludes with a proposed model for the future development of other unified codes of ethics for interprofessional collaboration.

https://doi.org/10.1080/10999922.2020.1869407


Abstract

The topic of government–nonprofit collaboration continues to be much-discussed in the literature. However, there has been little consensus on whether and how collaborating with government is beneficial for the performance of community-based nonprofits. This article examines three dominant theoretical interpretations of the relationship between collaboration and performance: collaboration is necessary for the performance of nonprofits; the absence of collaboration is necessary for the performance of nonprofits; and the effect of collaboration is contingent on the nonprofits’ bridging and bonding network ties. Building on the ideas of governance, nonprofit, and social capital in their respective literature, this article uses set-theoretic methods (fsQCA) to conceptualize and test their relationship. Results show the
pivotal role of the nonprofit’s network ties in mitigating the effects of either collaborating or abstaining from collaborating with government. Particularly, the political network ties of nonprofits are crucial to explaining the relationship between collaboration and performance. The evidence demonstrates the value of studying collaboration processes in context.

https://doi.org/10.1093/jopart/muaa059


Abstract

The use of outcome-based performance management as a means of coordinating and monitoring the production of decentralized public services has been growing. At the same time, it has been associated with significant problems, notably difficulty in controlling opportunistic behavior. However, alternative service delivery models based on open collaboration and coproduction, which can control opportunism, require initial trust between partners, and are often vulnerable to corruption, complacency, and rent-seeking. Thus, open collaboration models appear to need additional mechanisms that would promote trust building between partners even where trust is initially low, together with ensuring accountability and reducing opportunism. Based on a review of the recent business literature on networked production, the paper puts forward a service delivery model based on benchmarking, iterative planning and design, and error detection and correction mechanisms.

https://doi.org/10.1080/15309576.2017.1408473


Abstract

Many have advocated for collaborative governance and the participation of citizens and stakeholders on the basis that it can improve the environmental outcomes of public decision making, as compared to traditional, top-down decision making. Others, however, point to the potential negative effects of participation and collaboration on environmental outcomes. This article draws on several literatures to identify five clusters of causal mechanisms describing the relationship between participation and environmental outcomes. We distinguish (i) mechanisms that describe how participation impacts on the environmental standard of outputs, from (ii) mechanisms relating to the implementation of outputs. Three mechanism clusters focus on the role of representation of environmental concerns, participants’ environmental knowledge, and dialogical interaction in decision making. Two further clusters elaborate on the role of acceptance, conflict resolution, and collaborative networks for the implementation of decisions. In addition to the mechanisms, linking independent with dependent variables, we identify the conditions under which participation may lead to better (or worse) environmental outcomes. This helps to resolve apparent contradictions in the literature. We conclude by outlining avenues for research that builds on this framework for analysis.

https://doi.org/10.1111/psj.12209

**Abstract**

Investigating the impact of management on performance in public organizations is a key challenge for public administration. To that end, we apply to a national sample of law enforcement agencies a recently developed formal model of public management. The model frames a set of specific expectations about the management-performance relationship. The study estimates the impacts of both internally- and externally-oriented managerial activities on a salient metric of law enforcement outcomes. In results supportive of the model, the findings indicate that active internal management contributes to higher arrest rates and helps police departments to be less bound by previous performance. The analysis also indicates that departments' externally-oriented activities of networking and community policing improve arrest rates and assist managers in mitigating the impact of environmental constraints on results.

https://www.jstor.org/stable/3525827


**Abstract**

State wildlife policy and management are often characterized by divisive political conflict among competing stakeholders. This conflict is increasingly being resolved through the ballot-initiative process. One important reason the process is being used so often is the way state wildlife policy and management decisions are often made by state wildlife commissions, boards, or councils (the dominant way these decisions are made in the United States). These bodies are often perceived by important stakeholders as biased, exclusive, or unrepresentative of nonconsumptive stakeholder values. As a result, unsatisfied interest groups often try to take decision-making authority away from these institutions and give it to the public through the ballot initiative. Cases and examples from Alaska, Arizona, Colorado, and Idaho are examined in this context. The article finishes by outlining four broad alternatives that may be debated in the future: the no change alternative, the authoritative expert alternative, the structural change alternative, and the stakeholder-based collaborative conservation alternative(s).

https://www.jstor.org/stable/3542615


**Abstract**

This paper examines how the orientation of local governments towards entrepreneurship influences the organization and adaptation of local entrepreneurship policy. Entrepreneurship policy has long been investigated; however, the organizational aspects of policy delivery efforts seem to have gone unnoticed. Adaptability and collaboration are two organizational factors that are central to the configuration of local entrepreneurship support systems. However, as hypothesized in this paper, the level of collaboration and adaptability depends on the entrepreneurship orientation of the local government. In contingency theory, strategy is a determinant of organizational structure, and the entrepreneurship orientation of governments...
is such a strategy. Based on a survey of 86 (out of 98) municipalities in Denmark, the paper concludes that the more positively oriented the local government is towards entrepreneurship in its policy making, the better the adaptability and collaboration in the entrepreneurship support system.

https://doi.org/10.5367/ijei.2016.0210


**Abstract**

The literature on strategic alliances is vast. Most authors are pro-alliances and the casual reader may thereby be lulled into a false sense of security concerning the advantages of strategic alliances. There are several possible advantages of strategic alliances however by joining an alliance several opportunities are also forsaken. The opposite strategic option, a —go it alone strategy— generates several strategic advantages which would be difficult to gain in a strategic alliance. The literature on strategic alliances is reviewed concerning the motives for forming alliances and the way in which examples of alliances are used, and misused, in the literature by scholars. The case of Scania, the Swedish heavy truck producer, is then presented as an example of the strategic advantages that can be achieved by not entering into horizontal strategic alliances.

https://core.ac.uk/download/pdf/192215305.pdf


**Abstract**

The relationship between adaptive capacity and collaborative performance is a central issue within public management research but has rarely been subjected to systematic empirical testing. Using survey data on emergency preparedness collaborations in Swedish municipalities (N = 263), this article investigates the relationship between three adaptive capacity variables – diversity, interaction, and learning – and outcomes in terms of goal attainment, risk analysis, and public satisfaction with rescue services. The findings suggest a positive relationship between the number of collaboration partners and goal attainment, while learning and accessibility of collaboration venues were unassociated with service delivery variables.

https://doi.org/10.1080/14719037.2013.848921


**Abstract**

Researchers as well as practitioners often elevate collaborative governance as a necessary condition for effective responses to extreme events. This research has a dominating focus on large-scale catastrophes and disasters, whereas little attention is devoted to less serious emergencies. Another void concerns performance measurement. Addressing these gaps, this study investigates plausible explanations for collaborative activity and outcomes in response to extreme winter conditions in Sweden. Analysis of a
survey of Swedish public managers suggests that, in this case, collaborative action is associated with preparatory actions and disruptions affecting other organizations. The analysis generates conflicting findings regarding underlying explanations for collaborative outcomes.

https://doi.org/10.1177/0095399712473983


Abstract

Studies of how actors collaborate across organizational boundaries to prepare for and respond to extreme events have traditionally focused on describing network structure whereas fewer studies empirically investigate how network relationships influence crisis management capacities. Using survey data on crisis management work in Swedish municipalities, this study considers how the number of collaboration partners and venues for collaboration (networking) influence organizational goal attainment. Given managerial costs associated with increasingly complex collaboration networks, the study explores the diminishing returns hypothesis, which predicts a positive relationship between networking and goal attainment up to a certain point when payoffs do not increase. Results support a nonlinear relationship; networking at low levels had a positive effect on goal attainment whereas no relationship was found at moderate or high levels. To identify characteristics of collaboration conducive to performance, the study undertakes a comparative case study of two low-residual cases where the relationship between networking and performance follow the predicted nonlinear curve and one deviant case where high levels of networking had a positive effect on performance. The cases show that stable interpersonal relationships, clarification of the terms of collaboration, shared problem perceptions, and coordination of joint decision making constitute important assembly mechanisms for overcoming collective action problems.

https://doi.org/10.1177/0275074016684585


Abstract

Effective interorganizational collaboration is a pivotal ingredient of any community or nation’s capacity to prepare for and bounce back from disruptive crisis events. The booming research field of collaborative public management (CPM) has been yielding important insights into such collaboration that as yet await transfer to the study of crisis management (CM). Also, we argue that the general CPM literature has not sufficiently addressed the distinctive collaboration challenges involved in coping with crises. This article bridges this twofold gap. Based on a systematic review of prior research in collaborative CM, this study identifies dominant areas of theoretical emphasis, methodological practices, and patterns of empirical enquiry. The article highlights areas where CPM research has potential to further inform the understanding of collaborative CM, including performance, success factors, managerial skills, and learning. The article then identifies five properties associated with CM—uncertainty, leadership, magnitude, costs, and urgency—which deserve further analysis to advance the understanding of the application of CPM principles and strategies. We conclude with outlining a research agenda and offering
a set of testable propositions aimed at investigating the likelihood of effective collaboration in different types of crises and as expected in different CM paradigms.

https://doi.org/10.1093/ppmgov/gvx018


Abstract

Coordinating organizational activity across different sectors is crucial in disaster management. We analysed the response of 291 aid workers to the Haiti earthquake in 2010 and found that common incentives and a high degree of equality among aid organizations positively affected perceived network coordination. Large and public organizations were more likely to take leadership roles and high numbers of public organizations involved in the disaster response network led to improved network coordination. These results indicate the need for mechanisms that enable smaller and non-profit organizations to participate in network coordination and leadership.

https://doi.org/10.1080/14719037.2011.642629


Abstract

This article is an introduction to the collection of articles on collaboration. The symposium tackles the important challenge of assessing collaboration success in health and human services. Four articles are discussed including their application to collaborative practices. Each of the four articles use a policy arena to set the context and then examines different dimensions of collaboration, including the influence of participants, strength and responsiveness of the collaboration, and development stage of the collaboration effort.

https://www.jstor.org/stable/41710238


Abstract

With diverse missions and multiple service provision strategies, nonprofit human services organizations have worked individually and collaboratively to create responses to social problems throughout the history of United States. This article highlights the important historic roots of the sector in understanding the scope and breadth of nonprofit human service organizations today. Challenges influencing this set of organizations, including the competing values of contracting out versus collaboration and the push-pull of grassroots or community-based versus professionalized orientations, are discussed. The article closes with important questions for nonprofit leaders and policymakers about the role of government in the human services arena.

**Abstract**

Market disruptions, climate change, and health pandemics lead the growing list of challenges faced by today’s leaders. These issues, along with countless others that do not make the daily news, require novel thinking and collaborative action to find workable solutions. However, many administrators stumble into collaboration without a strategic orientation. Using a practitioner-oriented style, *Strategic Collaboration in Public and Nonprofit Administration: A Practice-Based Approach to Solving Shared Problems* provides guidance on how to collaborate more effectively, with less frustration and better results. The authors articulate an approach that takes advantage of windows of opportunity for real problem solving; brings multi-disciplinary participants to the table to engage more systematically in planning, analysis, decision making, and implementation; breaks down barriers to change; and ultimately, lays the foundation for new thinking and acting. They incorporate knowledge gained from organization and collaboration management research and personal experience to create a fresh approach to collaboration practice that highlights:

- **Collaboration Lifecycle Model** Metric for determining why and when to collaborate
- Set of principles that distinguish Strategic Collaboration Practice
- Overall Framework of Strategic Collaboration

Linking collaboration theory to effective practice, this book offers essential advice that fosters shared understanding, creative answers, and transformation results through strategic collaborative action. With an emphasis on application, it uses scenarios, real-world cases, tables, figures, tools, and checklists to highlight key points. The appendix includes supplemental resources such as collaboration operating guidelines, a meeting checklist, and a collaboration literature review to help public and nonprofit managers successfully convene, administer, and lead collaboration. The book presents a framework for engaging in collaboration in a way that stretches current thinking and advances public service practice.


**Abstract**

In an effort to deal with complex community issues in a more comprehensive and cohesive manner, communities have increasingly created locally based interorganizational entities, referred to here as community collaboratives. Community collaboratives are comprised of representatives from multiple organizations and public agencies who meet regularly for the purpose of identifying and implementing strategies for improving their community’s response to a specific issue of public concern. This article explores the role of problem frames and perceptions of problem frame alignment among members of community collaboratives. Specifically, this study uses an innovative combination of social network analysis methods and hierarchical linear modeling to explore how differences in the extent to which stakeholders view themselves in alignment with other members and how much they are perceived to be in alignment by other members effects the outcomes of the collaborative as a whole. Findings are based on data from members of 48 different domestic violence community collaboratives. Results suggest that the presence of stakeholders who are perceived to be philosophically out of sync by other stakeholders with regards to their understanding of domestic violence but do not acknowledge this apparent disconnect can negatively impact the effectiveness of the collaborative over and above the impact associated with the
general degree of alignment in the collaborative. Implications of results for public and nonprofit organizations seeking to provide leadership in promoting the effectiveness of community collaboratives are discussed.

http://jpart.oxfordjournals.org/content/20/1/91.short


Abstract

Leadership has been recognized as one of the most critical elements to successful community collaboration. However, to date, we have limited knowledge of what drives people to embrace voluntary leadership roles. In this study, we investigate the intersection and relative contributions of two “other-regarding” motivational constructs in predicting peer nominations of leadership in community collaboratives: public service motivation (PSM) and psychological sense of community responsibility (SOC-R). In doing so, we aim to both introduce a new construct (SOC-R) to the field of public management as well as clarify the theoretical relationship of PSM and SOC-R to each other as well as to indicators of collaborative leadership. Study findings indicate that while SOC-R was significantly related to being identified as thought leaders and champions of a collaborative, PSM has no significant direct relationship to either indicator of collaborative leadership. However, PSM was significantly and positively related to SOC-R and was shown to have a significant indirect effect on indicators of collaborative leadership. These findings contribute to a growing literature seeking to clarify the role of PSM in understanding organizational behavior. Findings further suggest that SOC-R is a promising construct for understanding prosocial organizational actions such as collaborative leadership. These findings have significant implications for both advancing theories of motivation in public service-oriented contexts and their relationship to leadership behaviors.

https://doi.org/10.1093/jopart/muv048


Abstract

Decision making in public, private, and third-sector organizations was examined to isolate the practices used to assess alternatives and compare them with the analytical, judgmental, and bargaining tactics discussed in the decision-making literature. The assessment practices of decision makers and their outcomes were uncovered from 317 strategic decisions. Sector was included to qualify the findings. Decision makers in public organizations were found to be more successful when they sought out expert views and used hard data, third-sector decision makers were more successful when they applied bargaining, and private-sector decision makers were more successful when they used analysis. Bargaining was less successful for public organizations than was expected. The implications of these findings are discussed.

https://www.jstor.org/stable/1181809

**Abstract**

Collaborations of different sorts have increased in importance. In order to make parties work better together and promote the collaboration to others, the development of a shared collaboration-level identity may prove important, but company-level identities may challenge such developments. Identities here reflect shared values for collective entities. This paper sets to explain the establishment of collaboration-level identities through asking what explains whether the collaborating parties and parties external to the collaboration perceive the collaboration as sharing an identity. The study points to how pre-collaboration history reduces the likelihood for collaborating parties and external parties to perceive a collaboration-level identity, and how the more formalized the collaboration, the more probable that parties perceive a shared collaboration-level identity. External parties’ perception is dependent on the collaborating parties’ representation. The paper contributes to the literature on identity through discussing the possible coexistence of different collective identities, their impact, and antecedents for separate identities.

https://doi.org/10.1016/j.jbusres.2016.02.027


**Abstract**

The author is critical of the ‘cult of collaboration’ that is emerging in Australian public policy circles. In this article he argues while there is growing interest in collaboration it is appropriate, I argue, to pause and look again at what is actually meant by the term. He feels that there is a misunderstanding of the concept and its distinctive characteristics and reintroduces collaboration vis-à-vis other forms of ‘working together’ and question whether we have taken a collaborative turn in public policy. In doing so he continues to debate on the relevance of collaboration for public policy.


**Abstract**

The literature indicates that social capital plays a crucial role in facilitating collective action in collaborative governance. Despite this important role, the extant literature has not systematically conceptualized what forms of social capital exist in the context of collaborative activities and when and where such social capital contributes to the effectiveness of collaborative regimes. Reviewing the role of social capital as addressed by prior studies, this article advances a theoretical lens to assess how social capital fosters collaborative governance. Specifically, multiple forms of social capital can help participants to achieve collaborative goals throughout sequential phases and substantive arenas of collaboration.

https://doi.org/10.1177/0095399714544941

**Abstract**

“Guerrilla government” is Rosemary O'Leary's term for the actions of career public servants who work against the wishes—either implicitly or explicitly communicated—of their superiors. This form of dissent is usually carried out by those who are dissatisfied with the actions of public organizations, programs, or people, but typically, for strategic reasons, choose not to go public with their concerns in whole or in part. Rather than acting openly, guerrillas often move clandestinely behind the scenes, salmon swimming against the current of power. Guerrillas run the spectrum from anti-establishment liberals to fundamentalist conservatives, from constructive contributors to deviant destroyers.

Three public managers with significant experience comment on O'Leary's thesis that guerrilla government is about the power of career bureaucrats; the tensions between career bureaucrats and political appointees; organization culture; and what it means to act responsibly, ethically, and with integrity as a public servant. Karl Sleight, former director of the New York State Ethics Commission; David Warm, executive director of the Mid-America Regional Council of Greater Kansas City; and Ralph R. Bauer, former deputy regional administrator of the U.S. Environmental Protection Agency in the Seattle and Chicago regions, present unique perspectives on the —guerrilla influence on policy and management, as well as the challenges posed by this ever-present public management phenomenon.


**Abstract**

The human world is fragmented. Boundaries divide regions, jurisdictions, organisations, and land owners. Yet public policy problems do not conform to these tidy lines. Responding to today’s challenges including climate change, water pollution, disaster response, health and wellness, poverty, housing, food safety, and sustainable development requires boundary-spanning action. This report examines collaborative governance in New Zealand from a public management perspective. Catalysts to collaboration in New Zealand were found to be: The need to achieve results; directives from the top; systems perspectives and systems incentives; organisation culture and organisation incentives; people and their relationships; collaboration “under the radar”; cultural diversity; and fair, inclusive and creative public processes. Challenges to, or inhibitors of, collaboration in New Zealand were found to be: An unfinished agenda from the New Public Management reforms of the 1980s and 1990s; a bureaucratic culture in which individuals are positively reinforced for working in silos; different understandings of the word “collaboration” and what it means to collaborate; difficulties delivering the collaboration message to the bureaucracy; public servants with enormous responsibilities with little room to try something new; tensions between central and local governments; tensions between central government and non-governmental organisations; fear of loss of power, loss of credibility, loss of control, suboptimal outcomes, loss of resources, and loss of authority; a risk-averse culture; lack of trust; lack of funding or slack in the system; people, personalities and relationships; the media; and lack of knowledge concerning how to collaborate. Recommendations include incentivising collaboration; carefully defining the terms surrounding collaboration to promote mutual understanding and common expectations; expanding the analysis that leads up to the decision as to collaborate or not; training managers in new ways of leading in a shared power world; and developing the collaborative mind set of public servants.
Abstract

This chapter describes the transition in public management from confidence in scientific management and hierarchical systems to an awareness of the multiplicity and interconnectedness of stakeholders in public service delivery and the growing reliance on collaborative efforts to deliver these services. It presents a description of Frederick Taylor’s concept of scientific management followed by a discussion of how collaborative strategies have refocused management thinking. The chapter also describes the management skills required in the transition from silos to networks and from hierarchy to heterarchy. Scientific management was a predominant theme in much of the public management literature for the first half of the twentieth century. Beginning in the 1960s, public management research began to expand its focus from individual to collaborative efforts. A practical justification for the increase in collaboration is the desire to improve the effectiveness and performance of programs by encouraging public and nonprofit leaders to identify new ways of providing services.

https://books.google.com/books?hl=en&lr=&id=cP3qBgAAQBAJ&oi=fnd&pg=PA85&dq=collaboration+public+administration&ots=Tkb0zMIEV5&sig=XAnz8KP_7XhrKunlX2vU2XGQPFU#v=onepage&q=collaboration%20public%20administration&f=false


Abstract

New Zealand, like most countries around the world, is experimenting with collaborative techniques and processes in order to address cross-boundary public policy challenges. Still prevalent in New Zealand, however, are the policies and philosophies of that country’s sweeping public management reforms of the 1980’s and 1990’s - commonly called “The New Public Management (NPM)”. This article highlights the tensions between the NPM and collaboration in New Zealand, analyzes what is needed to change the bureaucratic culture of New Zealand to make it more receptive to the idea of collaboration, and offers concrete steps that can be taken to create opportunities for collaborative advantage in any country.

https://papers.ssrn.com/abstract=2780831


Abstract

This chapter reviews the major research and theory concerning collaborative public management. Topics include: what is collaboration? Who are the participants? What is the process? How are collaborations structured? What are the sought outcomes? Why might collaboration be used as a public management tool (for both theoretical and practical reasons)? What are the conditions and skills necessary for successful
collaboration? What are the challenges of collaboration? What is the future of collaboration in public management?


Abstract

The report expands on previous Center reports by adding an important practical tool for managers in networks: how to manage and negotiate the conflicts that may occur among a network’s members. The approach they describe—interest-based negotiation—has worked in other settings, such as bargaining with unions. Such negotiation techniques are becoming crucial in sustaining the effectiveness of networks, where successful performance is defined by how well people collaborate and not by hierarchical commands.


Abstract

Today's public managers not only have to function as leaders within their agencies, they must also establish and coordinate multi-organizational networks of other public agencies, private contractors, and the public. This important transformation has been the subject of an explosion of research in recent years.

The Collaborative Public Manager brings together original contributions by some of today's top public management and public policy scholars who address cutting-edge issues that affect government managers worldwide. State-of-the-art empirical research reveals why and how public managers collaborate and how they motivate others to do the same. Examining tough issues such as organizational design and performance, resource sharing, and contracting, the contributors draw lessons from real-life situations as they provide tools to meet the challenges of managing conflict within interorganizational, interpersonal networks.

This book pushes scholars, students, and professionals to rethink what they know about collaborative public management—and to strive harder to achieve its full potential.

http://press.georgetown.edu/detail.html?session=3ed644fd82a948f7d5f06fa908f25c92&id=9781589012233


Abstract

In this article, the authors focus on members of the U.S. Senior Executive Service who choose collaboration as a management strategy to increase performance and, in particular, their views of the skill
set of a successful collaborator. Based on the current literature on collaboration and networks, these
executives might be expected to identify strategic thinking and strategic management as the most
important skills. Contrary to expectations, the federal executives most frequently mentioned individual
attributes and interpersonal skills as essential for successful collaboration, followed by group process
skills, strategic leadership skills, and substantive/technical expertise. The article provides empirical
substantiation of the previous literature, with one major difference: the strong reporting of the importance
of individual attributes by federal executives (much more than previously reported by other scholars in
the field). Strategic leadership skills, strategic management skills, and technical skills matter, but they are
not the most important factors behind successful collaborations, according to federal executives.


Abstract

The article discusses various sections within the issue, including articles about analytical literature
regarding public administration, essays by collaborative managers, and an essay that summarizes the
critiques and articles in the symposium.


Collaboration and Performance: Introduction to Symposium on Collaboration. Public Performance

Abstract

This is an introduction to a special issue of Public Performance & Management Review that resulted from
the International Research Society for Public Management. The focus of the sessions were on
performance. The authors examine several key insights found in the special issue.

https://doi.org/10.1080/15309576.2015.1031001


Abstract

The result is this volume, which includes the writings of new and established scholars, as well as
practitioners who offer their insights and observations about where the field of public administration and
the art of governance are moving. We have embraced a multifaceted approach by incorporating a
diversity of articles: some empirical, some historical, some scholarly, some with a focus on practice, some
predictive, some contemplative, some long, some short. This is our way of highlighting some of the major
issues that are important and insufficiently addressed today and that are likely to retain prominence
because of their complexity. This is also our way of identifying issues that may become more problematic
over time if they are not anticipated and addressed. Our contributors offer evaluations of progress to date
and chart many paths forward that reconceptualize the breadth and depth of government involvement; the multisectoral engagement in the work of governance; and the organizational, policy, and management changes and tools that might be employed to improve decision making and results, both domestically and internationally.


Abstract

This article analyzes the most important issues, concepts, and ideas in collaborative public management research and practice today. The issues, concepts, and ideas are (a) competing definitions of collaboration; (b) changes in the environment of public management that have encouraged the growth of collaborative public management; (c) ?thinking DaVinci??lateral thinking and interdisciplinarity; (d) the management challenges of working in networks; (e) the paradox of balancing autonomy and interdependence; (f) factors to consider before collaborating; (g) the importance of the individual; (h) the shifting leadership challenge; (i) weaknesses in collaborative public management research; and (j) the missing link between theory and practice. The authors conclude that the study and practice of collaborative public management is generally fragmented with low level of consensus. From a research perspective, it is a low-paradigm field. The authors close with a view to the future. To advance the study and practice of collaborative public management the authors urge (a) agreement on definitions of commonly used terms, beginning with the term “collaboration”; (b) agreement on pressing collaborative public management challenges and substantive research and practice questions; (c) more precise theoretical models of behavior; and (d) agreement on the measurement of relevant variables.

https://doi.org/10.1177/0275074012445780


Abstract

This book provides solid academic evidence of a lively debate and dialogue between US and EU scholars about Multilevel Governance (MLG) and Intergovernmental Relations (IGR). Beyond the contingencies of the terms and the path dependency of their historical developments, there are elements of convergence and overlap. This publication is a good example of how academic transatlantic dialogues result in a stronger understanding of the premises of our concepts, and of the functioning of our systems.’ - Geert Bouckaert, Public Management Institute and European Group for Public Administration, Leuven, Belgium This book represents a major attempt to draw together two fundamental streams of research: Intergovernmental Relations and Multi-Level governance. Combining US and European schools of thought, this timely volume outlines key areas of convergence and divergence.

https://www.amazon.com/Governance-Intergovernmental-Relations-European-Unite/dp/1848443196

Abstract

This article synthesizes current insights about the opportunities and constraints to collaborative public management. Despite the swath of research on collaboration there has been little attempt to present the opportunities and constraints in a single article that articulates both perspectives coherently. Drawing on an extensive literature review, the main arguments are that collaboration presents opportunities to maximize scarce resources and improve public services delivery. Yet, the difficulty in evaluating the outcomes of collaboration as well as accountability and power-sharing issues remain key constraints. The article concludes that public managers need to critically ponder both perspectives in making decisions.

https://doi.org/10.1007/s11115-019-00452-6


Abstract

Network management research documents how network members engage in activities to advance their own goals. However, this literature offers little insight into the nature of work that aims to advance the goals of the network as a —whole. By examining the behavioral dimension of network governance, this article identifies a specific tension that network leaders address to effectively govern networks: although unity and diversity are essential to network performance, each makes contradictory demands which require attention. Findings from four case studies of immigrant networks in the United States point to three activities representing mechanisms that staff of network administrative organizations use to address this (network level) managerial tension. The study proposes that unity versus diversity represents a distinct challenge to the governance of networks that requires strategic action at the whole-network level and merits further study.

http://jpart.oxfordjournals.org/content/21/2/327.short


Abstract

Trends toward more complex intergovernmental programs and greater use of public-private arrangements carry implications for public management, since these developments signify challenges for administrators called upon to manage within hollowed institutional settings: interorganizational networks for effectuating policy. The implications of such shifts are explored by examining one important program change of the last decade: the move away from federal grant support for municipal wastewater treatment infrastructure and toward the creation of separate state revolving-loan funds (SRFs). National regulatory standards remain, but the central place of the EPA in the infrastructure effort has shifted largely into other hands, with consequences for the implementation of policy. Altered policy instruments stimulate the formation of more complex network patterns involving new actors who offer needed technologies. These changes carry implications for program operations and results. Evidence from the operations of SRFs suggests that these developments are significant and also that public management has become, if anything, even more consequential in such networked contexts.

Abstract

While there is considerable consensus on the importance of intergovernmental management for the performance of many public programs, theoretical work has been slow to develop, and systematic empirical research on the topic has been rare. This article explores intergovernmental management in the field of public education by testing parts of a model developed in earlier work. In an examination of many school districts over a multiyear period, the study focuses in particular on how structural features of relevant intergovernmental networks and also the networking behavior of top managers influence an array of performance results. Managerial networking, managerial quality, and selected stabilizing features contribute positively to performance. A pattern of nonlinear interactions is also evident among intergovernmental structure, management, and environmental forces.


Abstract

This four state foster care study seeks to understand what practices state public managers perform with regards to community nonprofits that contributes to effectiveness in producing better public sector outcomes. The study produced key player field research data on the conditions under which community nonprofits produce better public sector outcomes. This article offers reasons as to why some effective community nonprofits were able to achieve collaboration with the public sector, while others were not, despite their effectiveness. Effective public managers in the area of foster care administration permit, and at times recruit, community nonprofits to have an impact on their foster care domain, while ineffective public managers never reach out to community nonprofits as partners or further yet, block nonprofits from access.


Abstract

Public administration increasingly entails interagency collaboration, contracting, and other interorganizational arrangements. These loosely coupled alternatives to unified hierarchy alter the nature of managerial work. This article explores how the entrepreneurial strategies that managers find useful in hierarchical agencies apply in collaborative settings where formal authority is lacking and sustaining cooperation among partners is critical for performance. This goal is achieved by examining recent efforts to foster community collaboration in order to improve services for children and families in Georgia and
The participants in these initiatives have agreed on broad results and concrete indicators of social well-being, and they use them to plan, evaluate, and improve interorganizational efforts to improve human services. The participants’ experiences in Georgia and Vermont suggest that managers can promote innovation and continuous improvement in collaborative settings by building interorganizational bonds around specific measures of progress. In combination, such bonds and measures can help align collaborators’ understandings of what their organizations are working together to produce and how they can achieve their joint aims.

http://jpart.oxfordjournal.org/cgi/content/abstract/13/3/311


**Abstract**

This article examines the intersection of two types of innovations that are increasingly common in public administration—accountability for results and interagency collaboration. Recent scholarship suggests four approaches that collaborators can use to increase their accountability for results. The article proposes measures of these four approaches to assess a collaborative's capacity for accountability, and uses them to compare the accountability of human services collaboratives in 10 states. The findings indicate that collaboratives tend to use the four approaches together with one another. In combination, the various approaches may help collaborators manage their stake holders' expectations about their actions and accomplishments. Further research is needed to determine whether a collaborative's capacity for accountability for results actually correlates with improvements in outcomes.

https://www.jstor.org/stable/3542540


**Abstract**

This article extends the concept of organizational ambidexterity to encompass knowledge exploration and exploitation in cross-sector collaborations. Collaborations are frequently charged to devise or implement innovative solutions to longstanding complex public problems. Research on organizational management suggests that the capability to both explore and exploit knowledge—dubbed *organizational ambidexterity*—is an important contributor to innovation and long-term organizational performance. If cross-sector collaborations must innovate to address longstanding problems, and innovation requires the ability to explore and exploit knowledge, then collaborations too should benefit from developing ambidextrous capabilities. Using an illustrative case of a large-scale cross-sector collaboration in the transportation field, we investigate whether and how a cross-sector collaboration can explore and exploit knowledge. Based on our analysis, we demonstrate that *collaborative ambidexterity* exists and discuss external antecedents and mechanisms internal to the collaboration that enable collaborative ambidexterity. We conclude with a set of propositions to advance theory and provide an agenda for future research.

https://doi.org/10.1080/15309576.2021.1937243

Abstract

Collaborative governance seeks to achieve results that are difficult to achieve using more traditional public policy tools or political processes. It has the potential to address policy problems that transcend the authority or capability of individual agencies or legislative bodies, or to resolve conflicts among stakeholders divided by organizational boundaries, distrust, or competing frames of reference. Successful collaborations redress both types of challenges by producing innovative policy solutions and political agreements on those solutions.

https://papers.ssrn.com/abstract=2767820


Abstract

This article proposes ways to assess the public value that cross-sector collaborations produce. It introduces a framework featuring three dimensions of public value – democratic accountability, procedural legitimacy, and substantive outcomes – that reflect distinct priorities and concerns for public administration. Utilizing examples from research on a multi-year cross-sector collaboration in the transportation field, we illustrate the framework’s application and identify techniques and challenges for assessing the collaborative creation of public value. The article concludes with questions and propositions to guide future research.

https://doi.org/10.1111/padm.12161


Abstract

Because they reflect clashing beliefs about the desired ends and means of public policy, value conflicts are challenging and sometimes even impossible to resolve. If the increasingly widespread use of collaborative governance is to bear fruit, researchers and practitioners need to understand how collaborations cope with value conflicts. This article identifies constructs and coding guidelines for studying value conflicts and coping mechanisms in collaborations. We use them to analyze longitudinal data from a 7-year case study of the Minnesota Urban Partnership Agreement, an interorganizational collaboration in the transportation field. Our research demonstrates that value conflicts in the early phases of a collaboration may relate to its goals and the problem(s) it addresses, while conflicts in later phases of collaboration may focus on process values such as accountability or legitimacy. Our findings indicate that a collaboration may use some coping mechanisms more than others, and that its decision process may affect which coping mechanism(s) it uses to address a value conflict. We conclude with implications for research.

**Abstract**

According to the New Public Governance paradigm, this paper analyses the institutional and organizational conditions that can lead to an improvement in student learning (a typical co-produced outcome) by acting on the promotion of genuine collaborative relationships. The distinctive features of Italian distributed governance and the challenges for school management are discussed by examining TIMSS and INVALSI data. The results show that collaborative public management supports schools in improving student learning, confirming the research hypothesis for primary schools (IV grade) and schools that operate in socially and economically poor contexts.


**Abstract**

This article considers collaborative governance as a functional requisite and democratic gain. It analyses the reasons why collaborative forms of governance are likely to cause problems with respect to the democratic quality of policy making, and evaluates the extent to which a loss of democratic quality can be compensated for by an improvement in the problem-solving capacity of government and in the quality of political decisions. The article also stresses the need for an empirical assessment not only of collaborative governance performance, but also of its democratic credentials.


**Abstract**

Governments around the world are moving toward a more global perspective in their efforts to address complex social, political, and economic issues. New requirements for international cross-boundary collaboration, driven by this global view, demand a new understanding about how individual nations respond to public problems and how nations work together in response to transnational problems. In addition, new forms of government enabled by information technologies and made possible through new models of collaboration are emerging. The future of public administration is clearly linked to the development and management of new forms of collaborative governance and the use of information technologies. Globalization is also contributing to the internationalization of the public sector, in which cross-boundary collaboration and information sharing will happen not only within a country, but between
nations. This paper contributes to the exchange of knowledge about the future of public administration by presenting a view that considers important trends in public management and public service around the world. As a backdrop we first present a discussion about the emergence in public administration toward post-bureaucratic organizations and interorganizational networks. E-government and cross boundary information sharing are then introduced as part of the new context of public administration. We then draw the focus back to the importance of collaboration and information sharing in transnational public problems and international cooperation and characterize the need for new capability in working across the boundaries of organizations, governments, regions, and nations. Finally, drawing on this discussion we outline four topics of critical importance for inclusion in the public administration classroom to fully prepare students to work in the government of the 21st Century; Post-Bureaucracy and Organizational Networks, Information Technologies and Inter-organizational Information Integration, Collaborative Governance and Interoperability: Creating policy, management, and technology capability, and Transnational Problems and the Internationalization of Public Administration. The new generation of public administrators must understand the importance of collaborative governance, information technologies, and the internationalization of complex social problems for the public administration of the twenty first century.

https://ctg.albany.edu/media/pubs/pdfs/minnowbrook_iii.pdf


Abstract

Despite an abundance of research on collaboration, relatively little attention has been paid to the impact of collaboration on organizational outputs. This study helps fill this gap by unveiling the efficiency implications of collaborative arrangements. Using stochastic frontier (SF) analysis, we evaluate the efficiency of U.S. cities’ use of Energy Efficiency Conservation Block Grant (EECBG) funds in implementing sustainability programs and the extent to which collaboration influences resulting efficiency levels. The findings indicate the presence of considerable inefficiency in cities’ use of EECBG dollars. However, cities’ collaboration with a greater variety of governmental and community organizations is found to reduce this inefficiency, supporting the positive effects of collaborative partnerships in public policy implementation and management. Collaboration’s efficiency-improving effects are, however, not linear; its marginal effects diminish as cities approach the highest levels of collaboration. This implies that while collaboration brings a positive impact on achieving cost-efficient organizational outcomes, there is an optimal level of collaboration for cities to engage in.

https://doi.org/10.1093/jopart/muy078


Abstract

To address complex and cross-cutting policy problems, multiple independent administrative units within an organization often work together to accomplish a larger objective. Within local governments, doing this requires administrative mechanisms able to facilitate interdepartmental collaboration, through which
the efforts of individual units contribute to city-wide policy goals. Research increasingly finds that informal elements of collaboration, such as casual communications, ad hoc meetings, and voluntary working groups, are important for building strong and trusting collaborative ties. Conversely, a nontrivial number of studies also suggest that formal mechanisms, such as mandates, rules, and authority, are necessary for ensuring and sustaining credible commitment over time. This research empirically examines the types of coordination mechanisms employed by US local governments to promote intragovernmental efforts to collaborate around the issue of sustainability—a complex and broad objective that transcends city departments’ traditional boundaries. It particularly focuses on assessing the relative contributions of formal and informal mechanisms toward achieving that end. Results from structural equation modeling analyses of 506 city governments indicate that informal mechanisms are positively and significantly associated with promoting cross-departmental collaboration. Interestingly, the results further show that formal mechanisms, while lacking a direct association with collaboration, have important implications for facilitating collaborative processes indirectly through their influence on informal mechanisms. Overall, our findings suggest a critical need for balancing the two approaches when forging interdepartmental collaboration. Implications for policy and future research are also discussed.

https://doi.org/10.1093/jopart/muaa036


Abstract

In this article, we aim to develop an integrative model of collaborative public leadership. First we note that existing dominant leadership theories (i.e. leader-centric approaches) have paid less attention to the importance of actors’ democratic participation in the governing process and the complexity and dynamic interactions in collaborative governance systems. We define collaborative public leadership as a shared property and capacity among all the actors in collaborative governance systems to identify social issues and problems, reach common goals and values, explore appropriate solutions to address social problems, and take collective actions to achieve common goals by mobilizing their shared resources. Specifically, on the basis of (1) shared leadership, civic leadership, citizen engagement, and participatory governance theory and (2) complexity leadership and complex adaptive systems theory, we suggest an integrative model of collaborative public leadership. The integrative model consists of (1) the collaboration-building process, (2) collaboration initiators, (3) the governance context, (4) democratic governance, (5) governance effectiveness, and (6) information and communication technologies (ICTs). Specifically, collaborative public leadership placed at the collaboration-building process serves as the independent variable. Democratic governance and governance effectiveness are employed as the dependent variables. ICTs play a role of the moderating variable in the relationships between collaborative public leadership and the dependent variables, respectively. In the integrative model, it is argued that the nature of leadership in complex governance systems can be understood in the relationships between the variables of the leadership model. Ultimately, the integrative leadership model contributes to the literature on leadership and governance.

https://journals.aom.org/doi/abs/10.5465/ambpp.2014.16772abstract


Abstract
In this article, we utilize the Collaborative Governance Databank to empirically explore core theoretical assumptions about collaborative governance in the context of crisis management. By selecting a subset of cases involving episodes or situations characterized by the combination of urgency, threat, and uncertainty, we conduct a plausibility probe to garner insights into a number of central assumptions and dynamics fundamental to understanding collaborative crisis management. Although there is broad agreement among academics and practitioners that collaboration is essential for managing complex risks and events that no single actor can handle alone, in the literature, there are several unresolved claims and uncertainties regarding many critical aspects of collaborative crisis management. Assumptions investigated in the article relate to starting-points and triggers for collaboration, level of collaboration, goal-formulation, adaptation, involvement and role of non-state actors, and the prevalence and impact of political infighting. The results confirm that crises represent rapidly moving and dynamic events that raise the need for adaptation, adjustment, and innovation by diverse sets of participants. We also find examples of successful behaviours where actors managed, despite challenging conditions, to effectively contain conflict, formulate and achieve shared goals, adapt to rapidly changing situations and emergent structures, and innovate in response to unforeseen problems.

https://doi.org/10.1080/14494035.2020.1767337


Abstract

The public service ethos (PSE) is typically portrayed as the responsibility of public officers working for the public good, or described negatively as requiring intervention from the private sector. This article explores the relationship between the ethos and collaboration informed by findings from an empirical case study of public officers. It ends by identifying future avenues for research on the PSE by setting out possibilities and prospects for new local collaborative environments.

https://doi.org/10.1080/09540962.2016.1103420


Abstract

This paper examines the relationship between leadership and public value in a multi-agency service, requiring the delicate navigation of tensions when there are diverse and competing interests among public service collaborators. The paper adopts an actor-focused perspective arguing for the need to develop theory about leadership in collaborative settings which includes understanding political astuteness in leadership, as this can have an impact on whether or not public value is created. The setting is a multi-agency service hub and the empirical research is based on interviews and document analysis. The paper makes two contributions: first, it analyses the pluralistic leadership processes exercised in the pursuit of public value; secondly, it identifies how political astuteness is a key capability in leading diverse interest in cross-organisational collaborations.

https://doi.org/10.1177/0952076721999490

**Abstract**

This study addresses the concept of smart governance in the context of smart cities, with a focus on analyzing the phenomenon of smart collaboration. Relying on the existing collaboration and participation concepts in the smart city domain, an empirical analysis was undertaken of how ICT can promote collaborative governance and increase the participation and engagement in government. The multiple case studies focus on three cities in Brazil that run municipal operations centers in an effort to “become smarter”: Rio de Janeiro, Porto Alegre, and Belo Horizonte. Interviews with directors, managers, and technicians shed light on the contribution that ICT makes in promoting an environment of collaboration in the government. The findings have revealed that ICT has an important role in supporting information sharing and integration between government agencies and external stakeholders, including citizens, especially in developing countries.

[https://doi.org/10.1080/02681102.2017.1353946](https://doi.org/10.1080/02681102.2017.1353946)


**Abstract**

The concept of governance has come to be used more commonly in the discussion of public administration, but the meaning of the term is not always clear. There is a growing body of European literature that can be characterized as "governance without government," stressing as it does the importance of networks, partnerships, and markets (especially international markets). This body of literature can be related to the new public management; yet it has a number of distinctive elements. This article discusses the strengths and weaknesses of this literature and its applicability to public administration in the United States.


**Abstract**

Collaborative approaches to public management are generally known to represent sources of public value. However, certain theoretical and empirical gaps in understanding this process of value creation persist. We adopt a resource-based view to analyse how public and private collaborations moderate relations among resources and processes and creation of public value. Our results show that collaboration with private organizations negatively moderates the effect of resources on public value creation and positively moderates the effect of processes on public value creation. Collaboration within the public sector positively moderates the effect of resources but not the effect of processes.

**Abstract**

Urban governance in most western democracies has seen various forms of public-private concerted actions becoming increasingly important instruments for local governments. These new features of urban governance are often seen as local governments trying to enhance their "capacity to act" by fusing their capabilities with those of other major societal actors. At the same time such transgressions of the border between the public and the private spheres of society make local governments more susceptible to political pressures from those actors. This volume looks at the historical development and present performance of public-private partnerships for local economic development in western Europe and the United States. The theoretical framework applied in the volume is derived from theories of governance as well as from institutional theory.


**Abstract**

This paper presents a previously unexplored type of gaming of performance data, collaborative gaming, where the performance measurement system incentivizes the executive and an agency to game collaboratively. The paper shows how overlapping incentives between government departments and agencies to present successful implementation of programs can drive collaboration to modify performance targets and/or performance measurements. The argument is illustrated by two brief case studies of collaboration between the Swedish Department of Employment and the Swedish Public Employment Service in the implementation of labor-market programs.


**Abstract**

This study tests whether vertical and horizontal collaborative arrangements generate organizational isomorphic pressures. Using neo-institutional theory, we explore whether local governments emulate their peers when they are (1) bound through collaborative agreements/associations (mimetic pressures), and/or (2) scrutinized by central government through a vertical agreement (coercive pressures). Municipal isomorphism is measured by municipality-dyad convergence across time based on: (1) the number of central-government grant applications submitted by municipalities and (2) use of information technologies. We test for changes in divergence between dyads on these measures using data from all possible dyads generated from 207 Chilean municipalities over 10 years (2005–2014). After controlling for potential confounding factors, findings show mimetic and coercive pressures, from horizontal and vertical forms of governance, reduce a municipal dyad’s divergence in terms of grant applications and use of information technologies. However, collaboration effects on municipal isomorphism are contingent on
the type of collaboration. While formal municipal agreements increase a municipal dyad’s convergence, municipal associations unexpectedly seem to decrease it.

https://doi.org/10.1080/14719037.2017.1412116


Abstract

This article addresses the design and implementation issues of collaborative governance, a public-management practice aimed at involving stakeholders in problem solving and public innovation. Although aspects of for example stakeholder inclusion and power are conceptualized in the literature, these issues remain challenging in practice. Therefore, the interest in understanding the emerging processes of collaborative governance is growing. This article contributes to theorizing discursive aspects of such processes by conceptualizing and exploring the meaning negotiations through which collaborative governance designs emerge and change. The findings of a case study of local governments’ efforts to innovate quality management in education through collaborative governance suggest that such form of governance is continuously negotiated in communication during both design and implementation phases. Through the meaning negotiations of local designs, discursive tensions and resistance generate changes in the organizing. The article shows that a discursive approach offers concepts valuable for refining the understanding of the emergence of collaborative governance in practice, and proposes approaching this process as organizing accomplished through and complicated by endemic meaning negotiations and change.

https://innovation.cc/scholarly-style/2015_20_3_2_plotnikof_collaborate_govern_design.pdf


Abstract

This article discusses the role of the manager in collaborative governance studies. These studies identify a new managerial role as facilitator of stakeholder collaboration when pursuing public policy and service innovation. But the complications of role changes are underexplored; hence this article addresses the emerging challenges. Drawing on organizational discourse studies, it theorizes and analyzes managers’ positioning during collaborative governance practices in cases from the Danish daycare area. The findings demonstrate how public managers construct old and new roles related to various public management discourses, and their struggles to change accordingly. However, the findings also show how managers empower their new role and gain agency to steer collaborative outcomes. Thereby the article unpacks the challenges of becoming a facilitating manager alongside other roles: the struggles of identity and agency constitutive to particular ways of managing, as well as struggles over multiple roles. It suggests paying greater attention to constitutive aspects of changing roles to understand the managerial challenges and effects implied through emerging public management discourses.

https://doi.org/10.19154/njwls.v6i1.4888

Abstract

This article suggests a framework to study service delivery networks that draws on the theories of collaboration, co-production, and networks combined. We introduce four dimensions of co-production under ‘coproduction-oriented collaborations.’ This framework allows us to ‘zoom in and zoom out’ when we study networks. Using the case method approach, the framework is applied to analyse four networks in Singapore. Findings suggest that network process, network structure, and characteristics of actors are crucial to a network’s performance and coproduction’s effectiveness. This article also offers implications for practice that in certain contexts the usage of these concepts is for managerial effectiveness and not for enhancing democratic values.

https://doi.org/10.1080/14719037.2013.866479


Abstract

This study examined performance management in interagency collaborations. Drawing on six case studies of management projects in the field of natural resources that represented nondependent, dependent, and interdependent types of collaboration, the study showed that as collaborative relations change, performance management systems also change. It found that nondependent and dependent collaborations have hard-and-simple quantifiable measures that are used as a basis for budget allocations and to ensure the accountability of the collaborative partners, but that in interdependent collaborations, performance management is looser, more implicit, and relies less on quantifiable performance measures. These findings suggest that as interdependent collaborations evolve to become based more on trust, respect, and professionalism, performance management systems will need to evolve into learning platforms along with the stronger collaborative relationship.

https://doi.org/10.1080/15309576.2015.1137767


Abstract

This article explores the validity of the view that collaboration contributes to public value. The analysis is conceptual and uses graphs to develop a formal statement of public value, collaboration, and government dynamics. The concept of the reason-able person is introduced. The ideal state, the ideal partnership, and conditions for collaboration to contribute to public value are derived. Benefit, support, and acceptability are shown to be necessary conditions for public value to be generated by collaboration. These conditions are shown to link to concepts of management, politics, and public administration.

https://doi.org/10.1080/01900692.2014.949742

Abstract

Although the academic literature reveals great variety in definitions of collaboration, little research has examined the conceptions of practitioners. Because the literature encourages collaboration, and foundations often insist on this arrangement for funding, these views are consequential. This article elaborates the definitions of collaboration offered by county managers in a growing U.S. state who have responsibility for service delivery in their jurisdictions. Like academic researchers, these practitioners have widely differing conceptions of collaboration, and their responses suggest a “collaboration halo,” that is, a tendency to see collaboration in a positive light. The article discusses the implications of these results.

https://doi.org/10.1080/23303131.2015.1117554


Abstract

This study explores the circumstances under which certain collaborative tools are adopted, and whether some tools are typically used in combination with others. We share the view of other scholars that collaboration practice is ahead of scholarship. Accordingly, we ground our analysis and conclusions on the observations provided by a sample of public managers who participate actively in collaborations. Findings from interviews with managers about the use of collaborative tools in their jurisdictions demonstrate that certain tools are used together, and that collaborations can be understood along three dimensions—structure of the collaboration, shared governance arrangements, and commitment of both parties to the collaboration. For researchers, this finding provides a foundation to comprehend, compare, and analyze collaborations across myriad policy domains. For practitioners, this result illustrates that collaborative tools are not interchangeable and are typically employed in three coherent groupings. For researchers and practitioners, the findings dispute common assumptions that greater collaboration (i.e., employing more tools) is productive and suggest that the emphasis might be more usefully placed on selecting and using the appropriate and parsimonious combination of tools to generate public value.

https://doi.org/10.1177/0275074019849123


Abstract

Based on the results of a review, synthesis, and comparative analysis of existing international data and research, it seems that the role of privatization—as a means of reforming the public sector—has expanded internationally in scope and at such a rapid pace that, in many cases, the importance of objective and balanced measures of its overall effectiveness and impact on the affected communities need to be reexamined. The results of this research reveal that the negative consequences of privatization are often masked or go undetected because the effectiveness of privatization is based primarily on economic performance. I recommend that those responsible for planning of future privatization activities should refocus the present economic emphasis and strive for a balance of economic and social performance to improve long-term benefits for all sectors of the affected communities.

Abstract

This research examines the effects, over time, of network embeddedness, on three organizationally based social outcomes. We argue that in a centralized, publicly funded but mixed sector health and human services network, an organization’s structural embeddedness in the network, as measured by its centrality, will be related to its trustworthiness, reputation, and influence, as rated by other network members, and that this relationship will strengthen over time as the system matures. We also examine how service performance is related to network evolution.


Abstract

Although cooperative, interorganizational networks have become a common mechanism for delivery of public services, evaluating their effectiveness is extremely complex and has generally been neglected. To help resolve this problem, we discuss the evaluation of networks of community-based, mostly publicly funded health, human service, and public welfare organizations. Consistent with pressures to perform effectively from a broad range of key stakeholders, we argue that networks must be evaluated at three levels of analysis: community, network, and organization/participant levels. While the three levels are related, each has its own set of effectiveness criteria that must be considered. The article offers a general discussion of network effectiveness, followed by arguments explaining effectiveness criteria and stakeholders at each level of analysis. Finally, the article examines how effectiveness at one level of network analysis may or may not match effectiveness criteria at another level and the extent to which integration across levels may be possible.


Abstract

This article examines the governance of organizational networks and the impact of governance on network effectiveness. Three basic models, or forms, of network governance are developed focusing on their distinct structural properties. Propositions are formulated examining conditions for the effectiveness of each form. The tensions inherent in each form are then discussed, followed by the role that management may play in addressing these tensions. Finally, the evolution of governance is explored.

**Abstract**

The growing use of collaborative methods of governance raises concerns about the relative power of participants in such processes and the potential for exclusion or domination of some parties. This research offers a framework for assessing power that considers authority, resources, and discursive legitimacy as sources of power and considers the participants, the process design, and the content of collaborative governance processes as arenas for power use. A case study of a collaborative governance process is presented and analyzed using the power framework. Implications for the design of collaborative governance processes are discussed, including the benefits of a multidimensional definition of power, tools for managing power imbalances among participants, and strategies that participants can use to participate more fully in collaborative governance processes.


**Abstract**

The typical problems associated with performance management are particularly evident as the complexity of policy issues increases. “Wicked” policy areas with cross-cutting responsibilities, uncertain solutions, and constantly evolving problems are strongly subject to the pathology of the rational-scientific approach. One effort the U.S. government is making to mitigate these limitations is the designation of some of these areas as cross-agency priority goals. In theory, directed collaboration among the multiple agencies responsible will bring different perspectives, definitions, and potential solutions to the surface, and will allow for a critical and iterative approach toward measurement of performance toward the policy goal. However, history has shown that performance efforts have a tendency to return to the pathologies of the rational-scientific chain. This article examines three of these goals: climate change, cybersecurity, and Science, Technology, Engineering and Math (STEM) education, and considers the extent to which requiring collaboration in performance management results in increased adoption of the political-realistic chain of performance management.

https://doi.org/10.1016/j.polsoc.2015.03.003


**Abstract**

Focusing on the collaboration intersecting public, non-profit and private spheres of economic activity, we analyse the conceptual forms of hybridity embedded in these novel inter-organizational arrangements, and link them to different mechanisms of creating social value. We first disentangle alternative notions of hybrid arrangements in existing literature by proposing a conceptual typology on two theoretically complementary yet distinct dimensions: hybridity in governance and hybridity in organizational logics. We show how both forms of hybridity can jointly occur in complex public-private and cross-sector
collaborations, and propose the notion of value as a crucial bridging point between these perspectives. Crucially, we develop a conceptual framework on key theoretical mechanisms leading to economic and social value in these inter-organizational collaborations. Our work deepens the understanding of how diverse, hybrid forms of collaboration can create value and builds critical links between previously disparate streams of literature on public-private interaction, cross-sector collaboration and social enterprises.

https://doi.org/10.1111/joms.12274


Abstract

This article is a theoretical contribution to reconsidering the boundaries that are central features of collaborative public management. We identify two contrasting ways of doing boundary work: one oriented to treating them as barriers that promote separation and the other to treating them as junctures that enable connecting. We describe three general practices for creating junctures: translating across, aligning among, and decentering differences. We argue that orienting boundary work in collaboration to making connections supports efficient resilience, making it possible for systems to work even when they are disrupted or when resources are constrained. We illustrate the practices and their benefits with examples from collaborative public management.

https://doi.org/10.1093/jopart/mut085


Abstract

Using quantitative analysis to describe and analyze the policy networks that evolved during the privatization of two prominent industries, shipbuilding and steel, the author explores the factors that contributed to the development of these Policy Networks specific governance structures. Five groups of factors can explain the development of these structures: technical necessities, comparative advantages of network forms of governance in specific situations, power and interest, contextual factors, and formal and informal institutions. The author argues that institutional factors especially played a vital role in the actors' decisions to establish multiple ties and engage in multilateral negotiations. The argument is supported by data on formal institutional structures as well as informal norms and values (cognitive assessments and attitudes of the key representatives of the corporate actors.

http://jpart.oxfordjournals.org/cgi/content/abstract/12/4/581


Abstract
Collaboration between public agencies is critical to address social issues effectively. The main objective of this research was to identify the factors that lead to successful achievement of desired collaboration outcomes that could eventually lead to societal outcomes. The factors identified were: transformational leadership, governance, interdependence, and relational capital. An integrated framework was developed based on collaboration governance framework (CGF) of Ansell and Gash (J Public Adm Res Theory 18:543–571, 2008). The CGF framework has integrated the following four broad variables that are responsible for achieving the desired collaboration outcomes: starting conditions, institutional design, leadership, and collaborative process. The study was conducted in Malaysia by sending questionnaires to 500 officers in various ministries who were involved in planning, formulating, and implementing public policies. The main findings of this study are: (1) transformational leadership influences governance, interdependence, relational capital, and collaboration outcomes; (2) governance has impact on relational capital, interdependence, and collaboration outcomes; (3) relational capital and interdependence result in positive collaboration outcomes; (4) dimensions of governance are inter-related; and (5) interdependence and relational capital are strongly correlated. This research adds significantly to the literature on collaborative governance. The implications and limitations of the study are discussed.

https://doi.org/10.1007/s10997-018-9401-4


Abstract

Studies on dynamics of power relationship play a significant role in the collaborative governance literature because many issues and challenges in collaborative governance can be linked to power asymmetry in collaboration. This article proposes a contingency framework on power asymmetry in collaborative governance that includes six contingency factors of power sharing from contextual, network, and node perspectives. We focus on how each contingency factor influences the relationship between power sharing and the effectiveness of collaborative governance and suggest that, instead of focusing on the attempt to balance power and share power in collaboration, it will be more fruitful to design and implement collaborative arrangements based on the dynamic contingencies.

https://doi.org/10.1177/0275074017745355


Abstract

Power and trust are two important issues of interorganizational relations in collaborative governance. This article develops a critical conceptual analysis of the dyadic relationship between power and trust in the context of collaborative governance. Three dynamic relationships and seven corresponding propositions are proposed regarding the shared sources of power and trust, the effects of power asymmetry and power sharing on trust building, and the influence of trust building on the management of power relationship in collaborative governance. These dyadic relations will help scholars and practitioners to deal with the dynamics brought forth by power and trust in collaboration.

https://doi.org/10.1177/0095399718801000

**Abstract**

For at least 40 years political and policy scientists have sought to conceptualize the policy process in ways that frankly acknowledge the role of public agencies and private organizations in policy making: How will modern governments —steer—social processes on behalf of their citizens when hierarchical structures are considered the problem, not the solution? The New Public Management and its market-based prescriptions may be thought of as the first effort to reconcile government and a changed society. Collaborative decision making and implementation by and through networks may be the second.

The three books reviewed here are major signposts in the development of the network perspective on post-hierarchical public management. The first, Managing Complex Networks, is on its way to becoming a conceptual classic, and Getting Results through Collaboration and Collaborative Public Management provides important empirical and practitioner-inspired elaborations of the emerging model. Yet as one might expect from contributions in an emerging area of study and practice, the findings and prescriptions are not wholly consistent, either within or across the volumes. This review will begin with a synopsis of each book and then turn to an examination of themes and issues that span the volumes—including one that adversely affects the knowledge contained in all three.

https://www.jstor.org/stable/3542587


**Abstract**

Networks, collaboration, and shared governance are key components of the twenty-first-century research program for public management scholars. This critique examines five key challenges for the field: modeling politics in collaboration, identifying central competencies that government must retain, the "e-limits" to collaboration, creating a multisectoral curriculum, and working with network data.

https://www.jstor.org/stable/40586774


**Abstract**

The article discusses the issues associated with the role of bureaucracies and their administrative systems after the September 11, 2001 terrorist attacks in the U.S. It notes that David M. Walker, the comptroller general of the U.S. Government Accounting Office (GAO)addresses its vital role in battling terrorism. It also analyzes the need for improved collaboration in administrative systems, considering and addressing trade-offs, and address a vital portion of the challenges in valuable ways.

https://www.jstor.org/stable/3110177

**Abstract**

For more than one hundred years, governments have grappled with the complex problem of how to revitalize distressed urban areas. In 1995, the original urban Empowerment Zones (Atlanta, Baltimore, Chicago, Detroit, New York, and Philadelphia) each received a $100 million federal block grant and access to a variety of market-oriented policy tools to support the implementation of a ten-year strategic plan to increase economic opportunities and promote sustainable community development in high-poverty neighborhoods. In *Collaborative Governance for Urban Revitalization*, Michael J. Rich and Robert P. Stoker confront the puzzle of why the outcomes achieved by the original Empowerment Zones varied so widely given that each city had the same set of federal policy tools and resources and comparable neighborhood characteristics. The authors’ analysis, based on more than ten years of field research in Atlanta and Baltimore and extensive empirical analysis of EZ processes and outcomes in all six cities shows that revitalization outcomes are best explained by the quality of local governance. Good local governance makes positive contributions to revitalization efforts, while poor local governance retards progress. While policy design and contextual factors are important, how cities craft and carry out their strategies are critical determinants of successful revitalization. Rich and Stoker find that good governance is often founded on public-private cooperation, a stance that argues against both the strongest critics of neoliberalism (who see private enterprise as dangerous in principle) and the strongest opponents of liberalism (who would like to reduce the role of government).

http://www.jstor.org/stable/10.7591/j.ctt5hh1bt


**Abstract**

Qualitative evidence from an action research study is used to address the research question ‘how can institutional context help explain frustrations within local collaborations?’ This study of multi-agency collaboration for local economic strategy in Ireland finds that individual and organization actions at a local level are substantially shaped along paths structured by funding and performance management arrangements of multiple central government departments. The article concludes that any calls for greater collaboration at a local level will produce limited effects without a simultaneous scrutiny of cross-boundary working at the centre.

https://www.tandfonline.com/doi/abs/10.1080/14719037.2012.686231


**Abstract**

The purpose of this study is to contribute to development of collaborative governance theory by investigating whether and under what conditions a deliberative, consensus-oriented decision process among diverse stakeholders with conflicting interests can lead to decisions that are satisfactory to most of the stakeholders. Using computational simulation, we found that the benefits of collaborative governance are contingent on such conditions as the type of alternative that initiates the deliberation, the level of

**Abstract**

Collaborative governance applied to environmental issues is becoming more common, and evaluation of such efforts can provide useful information for multiple audiences. However, due to a variety of challenges, collaborative governance practitioners rarely evaluate the outcomes of collaboration and their contributions to these efforts. With these challenges in mind, the William D. Ruckelshaus Center designed an evaluation framework that can meet multiple parties’ objectives, be integrated into practitioners’ existing services, and balance flexibility and practicality with rigor and replicability. The Center conducted a pilot of this framework on a collaborative watershed management effort in southeastern Washington State, where the Center had previously assisted with organizational development. The resulting evaluation highlights a variety of social, knowledge-based, and economic outcomes for the collaborative, as well as lessons for practitioners and evaluators of collaborative governance. We suggest that this methodology can be useful for practitioners interested in evaluating similar collaborative efforts.


**Abstract**

This article explores the challenges of mandated collaboration among public health care organizations. This in-depth longitudinal multiple case study examines the interests and values of various organizational actors in three collaborative initiatives, focusing on the mobilization of power within the governance frameworks available to them. The authors elaborate on three alternate readings of the processes examined: The managerialist views poor interorganizational collaboration as a failure to adequately manage the process; the symbolic focuses on the value of collaborative initiatives even in the absence of instrumental results; and the third examines the systemic web of power relationships reproduced over time.


**Abstract**
The authors have produced a book which has been sorely needed in the interorganizational relations field. The focus of the book is on models on interorganizational coordination drawing upon the vast and disparate literature on interorganizational relations among local public and private, not-for-profit human services organizations. It provides a state-of-the-art portrait of knowledge and research and training issues in coordination.


**Abstract**

In recent years, a growing number of scholars have urged greater intellectual effort regarding the outcomes, or impacts, being produced, or not produced by collaborative governance arrangements. Some progress has been made with “process” and “social” outcomes, outcomes affecting systemic collaborative capacity, the identification of second- and third-order consequences, and in refining approaches to incorporating and measuring real world environmental improvements. But what about other creative, important, and potentially useful governance outcomes that may well be unique to collaborative governance arrangements? Are we measuring all of the important things? We put this hypothesis to the test by examining four successful cases of collaborative governance in four Western states. The research, by discovering and developing three new types of governance outcomes—enhancing agency resources, developing and transferring technology, and going beyond compliance—suggests that our current frameworks for thinking about and measuring outcomes produced by collaborative governance arrangements are necessarily incomplete.

https://journals.sagepub.com/doi/10.1177/0275074009359024


**Abstract**

This is a commentary on Terry Cooper's effort to identify the “big questions” in administrative ethics to effect a more —focused, collaborative effort! in the ethics field. Although the author supports the thrust of Cooper's argument, he points out certain limitations therein.

https://www.jstor.org/stable/3542490


**Abstract**

The article discusses institutional forms of governance, understanding governance as hybrid forms of collaboration, involving government, market actors and/or civil society actors. By utilizing data from a study made of three Norwegian cities, six collaborative efforts are presented, and discussed in relation to analytical characteristics derived from both network theory and organizational theory. This analysis illustrates that these collaboration efforts can, on the one hand, be understood as something located
between networks and organizations. On the other hand, one may argue they belong to none of the two theoretical categories, implying the need for new theories regarding collaboration. These observations are followed by some theoretical reflections about how democratic governments can influence collaborations, and ensure that the common will can actually become real.


Abstract

The high distrust in political institutions and a growing sense of powerlessness among many citizens suggest that prevailing democratic governance systems lack a capability for collective dialogue and learning. The key thesis here is that public governance systems can benefit from organizational arrangements informed by circular design. A case study conducted at a Dutch municipality illustrates how principles of circular design served to enhance the city council’s role of orchestrator of civil participation. This case also illustrates how a local democracy, which has long suffered from majority–minority ploys and voting schemes, can be transformed into a consent-based culture of collaboration.

https://doi.org/10.1080/01900692.2016.1263206


Abstract

Multiagency collaboration is widely used in contemporary service delivery systems. This article explores the interpersonal interactions within collaborative systems, among subsystems, and among organizations. Our focus is on illuminating the informal mechanisms that facilitate collaboration, joint production, coordination and integration of service delivery, and sustained effort. Such interactions generate unofficial expectations, discretionary behaviors, and provider “communities” that can ameliorate or exacerbate problems of interorganizational networks where collaboration is appropriate or desirable. We use a multiple case–study approach to explore the dynamics of informal accountability among individuals working within county-based children’s service systems in three states. We find informal interpersonal dynamics nested in combinations of vertical and horizontal ties with mixed administrative authority arrangements derived from both formal and informal accountability relationships. These data reveal shared norms, facilitative behaviors, informal rewards and sanctions, and challenges that create the dynamics of informal accountability. Informal accountability is shaped by the prevalence of relationship building and champion behavior as facilitative behaviors, discernible tension between the operation of formal and informal accountability systems, a gap between the rhetoric of collaboration and the reality of collaborative service provision, differences in informal accountability dynamics across hierarchical levels within service delivery systems, and the critical roles of street-level caseworkers in informal accountability.

http://www.jstor.org/stable/24484873


220
Abstract

Partnerships between the public and private sectors to fulfill public functions are on the increase at every level of government. In the United States and Canada they currently operate in most policy areas, and in the U.S. trial programs are planned by the Internal Revenue Service, the Census Bureau, and the Social Security Administration.

Partnerships represent the second generation of efforts to bring competitive market discipline to bear on government operations. Unlike the first generation of privatizing efforts, partnering involves sharing both responsibility and financial risk. In the best situations, the strengths of each sector maximize overall performance. In these cases, partnering institutionalizes collaborative arrangements in which the differences between the sectors become blurred.

This is the first book to evaluate public-private partnerships in a broad range of policy areas. The chapters focus on education, health care and health policy, welfare, prisons, the criminal justice system, environmental policy, energy policy, technology research and development, and transportation. The contributors come from a number of fields, including political science, education, law, economics, and public health. They merge experiential and social-scientific findings to examine how partnerships perform, to identify the conditions in which they work best, and to determine when they might be expected to fail.

http://www.amazon.com/Public-Private-Policy-Partnerships-Pauline-Rosenau/dp/0262681145


Abstract

In the 1990s, collaborative governance emerged as a major public administrative approach for providing a wide array of public services and constraints. A downside to collaborative governance is its potential to create new forms of corruption and expand older ones. Coproduction can promote the public value of “clean” collaborative governance by giving private individuals incentives to combat corruption. Qui tam lawsuits in the United States and jubao (“accusing and reporting”) centers in China, despite their limitations, are substantive approaches to the use of the logic of collaborative governance to reward members of the public who expose corruption.

https://www.tandfonline.com/doi/abs/10.2753/PMR1530-9576360403


Abstract

Governments are interested in higher levels of collaboration, joint solutions and partnerships, in part to deal with cross-sector wicked problems. However, success is limited due to the barriers to effective collaboration. This research note reports some of the results of a systematic literature review that identified common barriers to inter-organizational collaboration across sectors, regrouping them in three key categories of cognitive, power and communication barriers. In the second part, a synergy map is used to link those barriers to less conventional approaches and solutions that can help overcome them and
facilitate collaboration, including conceptual frameworks, visual thinking tools and online collaboration platforms.

https://doi.org/10.1111/capa.12397


**Abstract**

Scholars emphasize networks as a new agenda or a necessary tool for solving public problems, but have given little attention to the critical question of how networking partners are selected and activated. This study proposes four possible scenarios for the selection of networking partners based on intention to network with a potential partner and activation of networking with that partner. The results show that activated networking initially intended by the partner brings the highest collaboration performance, while activated networking initially intended by the focal actor results in the second-highest outcome. In the real world, however, networking is less likely to be proposed and initiated by the partner; so, the expected outcome may be lower than in the other case. The study suggests that public managers need to strategically find beneficial partner candidates and actively network with them.

https://www.tandfonline.com/doi/abs/10.2753/PMR1530-9576370405


**Abstract**

An organization’s external environment, such as an environmental shock, is of great concern to public management scholars because it influences the behavior and ability of public managers to improve organizational performance. In this study, we examine how collaborative networking with the purpose of preparing for a natural disaster moderates the negative impact of Hurricane Rita on school performance in Texas. Our data consists of survey responses from Texas superintendents who were surveyed shortly after Hurricane Rita about their pre-hurricane disaster preparedness including collaborative networking behavior. Using this dataset, we use a collaborative networking measure that incorporates both the frequency of contact with various groups and the intensity of those interactions. Findings reveal that collaborative networking to prepare for natural disasters moderates the negative impact of a natural disaster on organizational performance.

https://doi.org/10.1080/10967494.2015.1059915


**Abstract**

This article helps public administration practitioners and policymakers leverage broad community-wide collaboration and promote program impact. We present outcomes from a coordinated community
response to teen pregnancy that adopted collective impact (CI) methodologies. Lessons learned highlight barriers to creating and sustaining a common agenda, raising funding for collaboration infrastructure, and implementing a shared data system intended to strengthen collaboration among partnering agencies and assure accountability. Implementation of a CI approach proved time intensive and required committed leaders to work through power dynamics and foster communication, trust, understanding, and willingness to overcome technology and administrative challenges to shared data. Successfully navigating these barriers offers the opportunity to bridge research and practice, leading to actionable knowledge and positive community outcomes.

http://www.jstor.org/stable/26974591


**Abstract**

Efforts to understand public management and program implementation have so far failed to acknowledge the massive proliferation in the forms of government action that has occurred over the past several decades. The widespread use of tools like loans, loan guarantees, social regulation, insurance, government corporations, tax incentives, various types of grants, and others—many of which involve the pervasive sharing of government authority with a host of “third parties” (hospitals, universities, states, cities, industrial corporations, etc.)—has significantly altered the practice of public management and rendered the traditional preoccupations of public administration, if not obsolete, then at least far less adequate. To come to terms with the new reality, it will be necessary to change the unit of analysis in public management and implementation research from the individual program or agency to the generic tools of government action, and to develop a systematic body of knowledge about the dynamics and characteristics, the distinctive “political economies,” and resulting advantages and disadvantages of the different “tools” through which the public sector now acts.


**Abstract**

This is the first book to address, within a common analytical framework, the numerous instruments or tools the public sector uses to carry out its objectives. Each has its own characteristics and consequences for program operations. Many problems attributed to poor management of public programs are really a consequence of the choice of tool that is made. Must reading for those who seek to understand not only how public programs work, but also how they should be designed.


**Abstract**

A major shift has occurred in the operation of the public sector in the United States and other countries over the last five decades. At the heart of this change is the proliferation of new instruments of public
action—loans, loan guarantees, regulation, contracts, cooperative agreements, reimbursement schemes, tax subsidies, vouchers, and many more—many of which have in common a reliance on a host of third parties to implement public programs. The adoption of these tools has transformed the public sector from a provider to an arranger of services, with profound implications for the nature and content of public management and for democratic governance more generally. Those involved in public administration must consequently learn not only the distinctive operating requirements of the different tools but also new skills related to the management of complex collaborative relationships with private contractors, regulated industries, nonprofit agencies, and other levels of government.

The Tools of Government provides a comprehensive treatment of the new tools of public action and the implications they have for public management and policy design. This volume is a valuable resource for anyone interested in how government functions today, and how it seems likely to function increasingly in the future.


Abstract

Countries around the world spend substantial amounts of money on programmes designed to address social issues such as place-based disadvantage, health and aged care. Despite such huge investments, evidence shows that many of these social problems are complex and remain far from being resolved, and in some situations, they are worsening. To face these challenges, many organizations have turned to interorganizational collaboration as a more effective means of dealing with social issues. This exploratory qualitative study investigates a relatively new framework for tackling complex social challenges – Collective Impact. We show that while the interpretation and application of the Collective Impact framework varies, broad similarities can be found. We conclude that Collective Impact is best conceptualized as a method for network-based collaboration rather than a distinct methodology or philosophy, and emphasize the importance of the relational aspects of interorganizational collaboration.

https://doi.org/10.1177/0312896217705178


Abstract

The chapter provides insights for practice by highlighting the elements of structuration theory as a useful framework of analysis for decision-making of public managers involved in cross-sectoral collaborations. Research implications deal with using structuration theory and critical approaches at a macrolevel (e.g., the role of the public sector as a whole) within public management studies.

https://doi.org/10.1108/S2045-794420180000006003

**Abstract**

The widespread supposition that collaborative management designs enhance legitimacy must be examined empirically, and the rich diversity of different collaborative arrangements should be better acknowledged in this endeavor. This study adopts a social network perspective and examines three state-initiated and interest-based collaborative management arenas in Swedish wildlife management: wildlife conservation committees (WCCs). Is there a link between social network structures in collaborative management arenas and the perceived legitimacy of output by policy stakeholders? This puzzle is addressed through social network analysis combined with survey data and interviews. The empirical results confirm the notion that collaborative arenas consisting of high network closure with many bridging ties across organizational boundaries enjoy a higher level of support among stakeholders directly involved in management, as members of the committees, than networks with a more sparse structure do. This type of well-integrated network structure seemingly increases stakeholders’ understanding of other actors’ perspectives through deliberation. Contrary to what was expected, though, the empirical analysis did not verify the effect of linking, or outreaching ties between the committee members and the organizations that they represent, on the organizations’ support of WCC decisions. Given the rapid rise of collaborative designs in public administrations, the topic elaborated in this paper is urgent and further research is encouraged.

https://doi.org/10.1111/ropr.12180


**Abstract**

Greater collaboration among nongovernmental organizations (NGOs) after disasters is important in helping them deliver services, share information, and avoid resource duplication. Following a disaster, numerous NGOs, including a large number of faith-based NGOs, typically offer disaster assistance. But to what extent do these NGOs providing disaster assistance collaborate with each other? Does organizational homophily prevail? Or is the need to acquire resources an incentive for collaboration? Are collaborations characterized by relationships of dependency? To answer these questions, we analyze collaboration between international NGOs, local NGOs, faith-based organizations, and other organizations providing disaster assistance in Haiti in the 3-year period following the 2010 earthquake. Data on these organizations and their networks were analyzed using social network analysis methods. The major findings are that most organizations collaborate within sectoral boundaries and that homophily is one of the main drivers of collaboration, illuminating power relationships in disaster assistance networks.

https://doi.org/10.1177/0275074019861347


**Abstract**
Decentralized, market-based service systems provide service recipients with opportunities to choose services and service providers. Yet, for some recipients, finding and arranging for services is so difficult that they are not having their needs met. Collaboration between service providers and service recipients may reduce the costs, and confusion, of decentralized service delivery. This study explores the effects of interagency collaboration, and collaboration between agencies and families, on families’ experiences finding and arranging service to help them and their children with disabilities. It uses data collected from 317 randomly sampled families participating in the State of Michigan’s Early On program (Part C of the Individuals with Disabilities Education Act). Higher levels of interagency collaboration were associated with increases in the quantity and quality of services provided. Different forms of collaboration between agencies and families were associated with more mixed service delivery impacts. These findings support continued experimentation with collaborative service delivery by policy makers.

https://journals.sagepub.com/doi/abs/10.1177/00953999922019102


**Abstract**

“Public choice theory” in economics, as it has developed over the past decade or so, tells us that the public sector—government—possesses many inherent weaknesses as a provider of goods and services. For example, it has a tendency toward bureaucracy; it leans toward the creation of franchised monopolies; and it has little incentive to be efficient. By its very nature the public sector is a poor provider of economic services.

To “privatize” is to turn over to private citizens a task (provision of a good or service) heretofore carried out by some government entity. It means the establishment of creative, non-coercive, profit-seeking, marketplace mechanisms in place of the government’s power to tax, spend, regulate, confiscate, or monopolize. Privatizing is the peaceful way of dismantling the State brick by brick.

Savas establishes early on that there is an awful lot to dismantle. He identifies and explores in depth three major factors which have contributed to the enormous growth of government: a demand for more government services, by recipients of the services; a desire to supply more government services, by the producers of the services; and, increased inefficiency, which results in the seeming need for more government to do the same job.

Privatizing the Public Sector is a timely and thoughtful contribution to the issue of reducing the scope of government in our over-governed society. It should be welcomed and studied as a work of considerable value.


**Abstract**

The culmination of 25 years of groundbreaking work, E.S Savas presents here a complete guide to privatization: the background, theory and practical reality. The book explains what, why, when and how to privatize, discussing in detail: the processes of contracting services; using franchises and vouchers; diverting government-owned business; privatizing infrastructure through public-private partnerships;
reforming education; privatizing the welfare state; and overcoming opposition to privatization. Savas provides hundreds of examples from local, state, and federal government in the US and other countries. This is a successor volume to "Privatization: The Key to Better Government".

http://www.amazon.com/Privatization-Public-Private-Partnerships-E-Savas/dp/1566430739


**Abstract**

Theories of alliance behavior and outcomes have tended to emphasize either partner or relationship characteristics. This study integrates the two perspectives and examines their separate and combined effects on alliance outcomes. The research involved analysis of 98 alliances through a two-stage survey design. Findings support a positive relationship between partner firms' benefits from alliance participation and partner reputation, shared decision making, and strategic similarities between partners.

http://www.jstor.org/sici?sici=0001-4273(199704)40%3A2%3C443%3ATEOPAR%3E2.0.CO%3B2-V


**Abstract**

Cross-sector inter-organizational partnerships, alliances and networks have become extremely popular. Yet, we may expect competing societal-level institutional logics to play an important role in cross-sector alliances, hence making their management central to alliance success. This article responds to the general research question: How do participants of public–private joint ventures manage competing institutional logics? Based on in-depth interviews we empirically characterize two competing logics in a cross-sector collaborative and identify two practices used to cope with them.

https://doi.org/10.1080/14719037.2011.637407


**Abstract**

The open government paradigm implies that public processes are becoming more transparent, public information is available online, and citizens and nongovernmental organizations are encouraged to interact with public administration through new platform-based forms of participation and collaboration. Though these governmental efforts to open up organizational procedures to the public are meant to strengthen the relationship between citizens and the government, empirical evidence is currently sparse and mixed. This article argues that positive impacts of openness depend on citizen’s democratic capacity defined as the individual sense of empowerment to influence governmental systems. By matching individual survey data from the European Social Survey with secondary institutional data, the authors investigate the relationship between individual- and structural-level variables. Findings indicate that structural openness is, in general, positively associated with higher trust. Further, the effect of openness
on public trust is partially mediated by an individual’s perception that they have meaningful opportunities for political participation.

https://doi.org/10.1111/puar.13298


Abstract

This study compares two federal grants, both from the same agency and both utilizing a national "boundary organization," to assess how and why one was better able than the other to integrate divergent perspectives and produce new approaches to juvenile justice in multiple local jurisdictions. Results confirm the utility of boundary organizations but also show that not all organizations that bring together divergent perspectives necessarily result in anything new or better. Four factors stand out: (a) a different philosophy of evaluation research, (b) the grass-roots emergence of an inclusive rationale for the program that was orthogonal to the traditional "treatment versus punishment" ideology, (c) management strategies and agenda-setting arrangements at meetings that facilitated horizontal, upward, and downward information exchange, and (d) a different approach to knowledge and knowledge production that emphasized user-defined knowledge needs and diverse research methods. The case studies provide a wide range of insights for collaborative management practices, research—practitioner relationships, and implementation success.

http://arp.sagepub.com/cgi/content/abstract/39/1/60


Abstract

Today, nearly all public services—schools and hospitals to prisons, fire departments, and sanitation—are considered fair game for privatization. Proponents argue that private firms responding to competitive market pressures will provide better service at lower cost. While this assertion has caused much controversy, the debate has consisted mainly of impassioned defenses of entrenched positions on all sides.

You Don't Always Get What You Pay For changes the contours of this debate. Elliott D. Sclar offers a balanced look at the pitfalls and promises of public sector privatization in the United States. Describing the underlying economic dynamics of how public agencies and private organizations actually work together, he provides a rigorous analysis of the assumptions behind the case for privatization.

The competitive-market model may seem appealing, but Sclar warns that it does not address the complex reality of contracting for government services. Using specific examples such as mail service and urban transportation, he shows that, in an ironic twist, privatization does not shrink government—the broader goal of many of its own champions. He also demonstrates that there is more to consider in providing these services than trying to achieve efficiency; there are issues such as equity and access that cannot be ignored.
Sclar believes that public officials and voters will soon realize the limitations of "contracting out" just as private corporations have come to understand the drawbacks of outsourcing. After examining the effectiveness of alternatives to privatization, he offers suggestions for improving public sector performance--advice he hopes will be heeded before it is too late.


Scott, Rodney James, and Eleanor R. K. Merton. (2021). When the going gets tough, the goal-committed get going: Overcoming the transaction costs of inter-agency collaborative governance. *Public Management Review.*

Abstract

Collaborative governance, despite being a fraught endeavour, is sometimes the only option for addressing cross-agency problems. From 2012 to 2017, the New Zealand government’s flagship programme was an inter-agency collaborative governance regime focused on achieving outcome targets. An earlier study attributed the programme’s success to sociotechnical features that reduced ‘transaction costs’. A subsequent study found this inconsistent with an emic (insider) perspective from public managers. Goal commitment was presented as an alternative, underexplored explanation for success despite high transaction costs. The two explanations are reconciled by identifying common design features that contribute to successful inter-agency collaborative governance.

https://doi.org/10.1080/14719037.2021.1879916


Abstract

Despite considerable attention, helping agencies to work more effectively together is one of the most important contemporary challenges of public administration theory and practice. The New Zealand Better Public Services (BPS) Results program has been an unexpected success in this area and provides a positive case study. In 2012, the New Zealand government set targets for solving 11 important social problems where responsibility crossed agency boundaries and has made significant measurable progress in all 11 problems. This paper explores the conditions that may have enabled the most progress and possible management adaptations when these initial conditions are not fully met. In particular, the case demonstrates how goal commitment can be supported where there exist a large number of potential actors and how interagency trust can be built in the absence of existing relationships.

https://doi.org/10.1111/1467-8500.12348


Abstract

Governments have struggled with addressing problems that cross agency boundaries. Since 2012, the New Zealand Government has achieved significant success by holding groups of agencies collectively
responsible for achieving intermediate outcome targets (the ‘Results Programme’). The Results Programme has been described as the most important change in how public services are delivered in New Zealand in 20 years. This article uses a mixed methods approach to triangulate 10 features of the Results Programme that appear to contribute to its success. Collaboration literature typically focuses on reducing barriers, often expressed in terms of transaction costs; in contrast, the successes of the Results Programme are explained here as methods for engineering a sense of joint goal commitment, that provides the sustained impetus to succeed despite the barriers encountered.

https://doi.org/10.1177/0952076720905002


**Abstract**

This paper addresses two research questions: (1) Does collaborative environmental governance improve environmental outcomes? and (2) How do publicly supported collaborative groups with different levels of responsibility, formalization, and representativeness compare in this regard? Using a representative watershed quality data series, the EPA’s National Rivers and Streams Assessment and Wadeable Streams Assessment, in conjunction with a watershed management regime database coded for this analysis, I test the relationship between collaborative governance and watershed quality for 357 watersheds. Since these are observational data, a multilevel propensity score matching method is used to control for selection bias. Using an augmented inverse propensity weighted estimator, I estimate the average treatment effect on the treated for six different water quality and habitat condition metrics. Collaborative watershed groups are found to improve water chemistry and in-stream habitat conditions. I then use hierarchical linear regression modeling to examine how group responsibilities, membership diversity, and formalization affect the predicted impact of a collaborative group. Groups that engage in management activities (in comparison to coordination or planning) are found to achieve greater environmental gains. Limited differentiation is found with regards to the presence of a group coordinator, increased goal specificity, or greater stakeholder diversity.

https://doi.org/10.1002/pam.21836


**Abstract**

This paper examines collaborative management groups from the perspective of policymakers seeking to increase coordination within a policy network. While governments often support collaborative groups as a tool to address perceived network failures such as a lack of coordination, the net impact groups have is unclear. I use valued exponential random graph models (ERGMs) to model relationships of varying strength among a regional network of organizations involved in 57 collaborative groups. This provides a unique opportunity to study the interplay between numerous groups and organizations within a large-scale network. Valued ERGMs are a recently developed extension of standard ERGMs that model valued instead of binary ties; thus, this paper also makes a methodological contribution to the policy literature. Findings suggest that participation in collaborative groups does motivate coordination and cooperation amongst individual network organizations; however, this effect is strongest for: (i) organizations that are not already members of another group and (ii) organizations that do not have a preexisting tie. These
results support a transaction-cost–based perspective of how government-sponsored collaborative groups can influence network coordination; further, they also provide an empirical example of the Ecology of Games, in which multiple collaborative institutions have interactive effects on one another within a policy network.

https://doi.org/10.1111/psj.12118


**Abstract**

Collaborative environmental governance strategies seek to improve management efforts by involving nongovernmental stakeholders and spanning sectoral and geographic boundaries, but it is unclear whether government funding for such efforts pays off in terms of improved environmental outcomes. This paper explores a common case of collaborative governance—collaborative watershed councils (WCs)—and examines whether the actions of collaborative WCs improve water quality. Coupling longitudinal data concerning 1984 grants given to local WCs in the state of Oregon with water quality monitoring data sampled at 161 sites, this analysis tests whether there is a prima facie case that the actions of local collaborative institutions improve environmental outcomes. Along with presenting some of the first evidence about the impacts of collaborative governance that is based on an objective outcome metric, this paper also contrasts different council actions and considers how institutional capacity impacts council efforts. WC actions are shown to be associated with improved water quality, but the magnitude of improvement is dependent on council attributes and the type of project for which funds are allocated. This paper also makes a methodological contribution by demonstrating the use of hierarchical Bayesian modeling to account for spatial and temporal dependencies present in observational data.

https://doi.org/10.1093/jopart/muw033


**Abstract**

The terms collaborative governance and organizational networks are not always clearly distinguished in the literature. Therefore it has been difficult to understand how one affects the other. We define collaborative governance as the creation and support of collaborative partnerships by public agencies. Networks, by contrast, are organically developed by organizations independently of or within collaborative partnerships. These definitions allow us to analyze the extent to which state-sponsored collaborative partnerships enhance organizational networks. Our data come from a member survey of 57 collaborative partnerships for restoring marine areas and fresh water ecosystems in the US. We find that network ties increase when organizations participate in collaborative group activities, but the effect diminishes as organizations belong to an increasing number of groups. This effect is strongest for organizations that report that their participation in a collaborative group has increased their access to information and resources and increased their awareness of other organizations. Given that state agencies often use collaborative partnerships as a tool to implement policies, it is important to know whether these partnerships enhance the inter-organizational network ties that facilitate delivery of those services.

**Abstract**

Collaborative governance and organizational networks are popular and well-documented topics, but the relationship between them is not always clear. This article examines the extent to which publicly sponsored collaborative groups are associated with network ties between individual organizations. It does so by applying exponential random graph models to model how co-membership and co-participation in a publicly sponsored collaborative group is associated with the likelihood of two organizations engaging directly in three types of network ties: consultation, planning, or management. Our data come from a member survey of 57 collaborative groups that involve independent public, nonprofit, and private organizations in collective efforts to restore marine areas and freshwater ecosystems. We find that the probability of observing a network tie between two organizations increases with the extent to which both organizations participate in the same collaborative group, but that the association diminishes as the number of groups to which they belong increases. The association is strongest for organizations that report that participation in a collaborative group has increased their access to information and resources and their awareness of other organizations. Given that public agencies often use collaborative groups as a means to foster relationships between organizations in a policy network, it is important to know whether the initiation and sponsorship of collaborative groups is associated with the formation of interorganizational network ties.

https://doi.org/10.1080/15309576.2015.1031008


**Abstract**

The public policy and public management literatures together support a vibrant discussion of collaborative governance. Much of this scholarship takes a broad perspective focusing on questions such as what collaborative governance is; why collaborative governance emerges; or why individuals and organizations choose to participate in voluntary, nonbinding collaborative efforts. This paper focuses specifically on the role of public managers as leaders, encouragers, and followers of collaborative governance. We examine the decision calculus factoring into the choice of collaborative governance as a toolbox for achieving desired policy goals. That is, we ask why public managers choose to devote public resources to collaborative governance. What motivates public managers to pick up the phone, write a check, or otherwise change their current behavior? We develop 20 propositions that contextualize this choice in terms of two overarching questions: (i) How do institutional structure and organizational strategy intersect to influence the ways in which public managers design and implement collaborative governance?; and (ii) Why do public managers choose particular roles within collaborative institutions? In doing so, we demonstrate how the public policy and public management literatures can be coupled to better understand a theoretical issue that each research body struggles to encapsulate in isolation.

https://doi.org/10.1111/psj.12162
Abstract

Collaborative governance regimes (CGRs) are often viewed as a means to be more inclusive of diverse actors than other forms of governance. However, collaboration can also reinforce pre-existing power and resource dynamics instead of distributing resources and facilitating joint action. This article tests seven hypotheses concerning how the structural position of an actor within a policy network influences said actor’s ability to access resources through participation in CGRs. We then test these hypotheses using data generated by a survey of 400 actors within a regional environmental governance network that contains 57 CGRs. Using exponential random graph models (ERGMs) designed to account for network dependencies, we test how various attributes of network structure—in terms of an actor’s connections to other actors and to CGRs—influence that actor’s ability to access resources through CGR participation. We find that actors who benefit from participation in one CGR are more likely to benefit from participation in other CGRs as well, speaking to the potential for CGRs to further existing imbalances rather than distribute benefits more equitably. Further, CGRs that foster principled engagement (increased face-to-face communication, development of common problem understanding, and awareness of other network actors) are strongly associated with actors’ ability to access financial, human, and technical resources through participation. Although the CGRs we study do improve actors’ access to network resources, this can occur in ways that further existing inequities in resource access.

https://doi.org/10.1093/jopart/mux009

Abstract

Public policymakers and managers use collaborative governance processes strategically to involve relevant stakeholders in developing plans, designing programs, and implementing policies. Although intuitive and normatively popular, such deliberative processes pose a tension between the prospective benefits of broader involvement (both instrumental benefits such as information and support for implementation and normative benefits related to representation) and the challenges of reaching agreements amongst disparate stakeholders. This paper builds upon empirical studies of complex policy networks to explore what happens when a public official initiates a collaborative governance process within a policy network. We use agent-based modeling (ABM) to simulate the impact of process attributes, such as how many people are involved, how invitees are selected, and the presence of difficult participants, within different network contexts, including network size, policy uncertainty, and preference distributions. This simulation-based approach does not rely upon survey instruments or subjective responses, and thereby complements existing empirical studies of collaborative governance. ABM provides a platform to explore the implications of key network assumptions, test different initiation strategies, model emergent properties resulting from inter-actor deliberation, and simulate long-run outcomes. Our results show how network and system conditions modulate the impact of group convening and design strategies. More generally, we demonstrate how ABM can be used to examine potential collaborative governance outputs under different design choices and network contexts when large data sets are unavailable.

**Abstract**

This article is about collaboration in the rural communities of the United States. The authors suggest that rural areas remain a critical foundation of the country's economy and culture. A report from the 1980s by the National Governors Association led leaders to establish the United States Department of Agriculture's National Rural Development Partnership. State Rural Development Councils are also discussed. These organizations bring together federal agencies and state government agencies and include representatives of local and tribal governments, as well as business and nonprofit organizations.


**Abstract**

This study investigates if the collaborative process differs among a group of public programs involved in varying levels of interorganizational activities. Thomson and Perry (2006) suggest five process dimensions underlie collaboration: governance, administration, norms of trust, mutuality, and organizational autonomy. While these dimensions are clearly unique, it is unclear if any of these dimensions are necessary or sufficient for varying degrees of interorganizational involvement. Inventorying the interorganizational activities of pairs of government-funded preschools as ranging along a continuum of no relationship, cooperation, coordination, and collaboration, I conduct a qualitative comparative analysis (QCA) to assess the relationship between collaborative processes and activities. The findings suggest that the collaborative processes dimensions differ depending on the level of involvement. The QCA results also reveal substitutable combinations of process dimensions that underlie respective degrees of interorganizational involvement, offering insight to public managers about different skill sets they can focus on when managing interorganizational activities.


**Abstract**

Governance today often requires concerted action by multiple organizations operating within and across sectors. Although scholars fruitfully have assayed many factors that facilitate or constrain interorganizational collaboration, the extant literature largely ignores the ways in which historical patterns of policy and organizational development may figure in present-day obstacles to collaboration. This is unfortunate, for such obstacles may result from path dependence and, thus, be particularly ingrained and resistant to change. In this article, we detail recent advances in path dependency theory, then illustrate our
argument with a case study of path-dependent barriers to collaboration between two public programs pressed to work together after decades of deliberately separate operation. The case confirms the utility of new theoretical developments, yet also suggests necessary clarifications and refinements. Though aspects of path dependence theory should be reexamined, we argue that it is ripe for use by scholars of public management concerned with barriers to collaboration and other contemporary governance challenges.

https://doi.org/10.1093/ppmgov/gvaa016


Abstract

What are states doing with respect to human resource practices to improve government operations? Using data collected by the Government Performance Project, this article identifies emerging trends and innovations in state personnel systems. Specifically, it provides a national comparison in the areas of personnel authority, workforce planning, selection, classification, and performance management. Results show that many states are delegating authority for personnel functions to agencies and managers, shifting their human resource missions to being more proactive and collaborative with agencies, and adopting performance management systems that integrate organizational and individual goals. In short, many states are investing considerable resources to modernize their human resource management systems.

https://www.jstor.org/stable/977619


Abstract

The use of interorganizational relationships such as collaboration, partnerships, and alliances between public, private, and nonprofit organizations for the delivery of human services has increased. This article contributes to the growing body of knowledge on collaboration by exploring one kind of interorganizational relationship—interagency collaboration—in the field of early care and education. It examines variations within interagency collaborations and their impact on management and program outcomes. The findings show that interagency collaboration has a clear impact on management, program, and client outcomes: Specifically, the intensity of the collaborative relationship has a positive and statistically significant impact on staff compensation, staff turnover, and school readiness.

https://www.jstor.org/stable/3843921


Abstract

Public and private funding sources often require nonprofit organizations to provide evidence of partnership with a governmental entity before financing a project. However, the circumstances under
which working partnerships between the nonprofit and public sectors are forged and sustained have not been fully studied. This article presents the findings of a case study of land trusts and local governments and identifies conditions that foster successful collaboration. Social factors such as experience on the part of key personnel in working with the opposite entity and genuine affection for each other are more important than economic benefits. This suggests that a nonprofit agency interested in creating a viable partnership to improve a project should give careful consideration to assigning staff.


**Abstract**

The difficulty of coordinating service provision in interagency programs is a challenge for many working in public policy. We reflect on lessons learned through evaluating two inter-agency supported housing programs for people with mental illness and propose a framework outlining components needed for well co-ordinated service provision. We specify collaborative mechanisms at the policy, agency, service and client level. The key component is the role of an ‘integration coordinator’: a person who is able to facilitate relationships and ensure effective information flows. Relationships need to be actively maintained to meet the inevitable challenges that will arise in complex interagency systems. The framework is relevant to policymakers across the public sector, including mental health, drug and alcohol, aged care, and policing.


**Abstract**

Most research examining the relationship between social capital and outcomes focuses on either internal social capital or external social capital. This article examines the impact of both internal and external social capital on the success of self-organizing community initiatives. A study of community water projects in a developing country, Nepal, shows that communities that enjoy less internal conflict and more external partnerships are more likely to be successful in securing agency funds for their projects. Also, communities face trade-offs between internal and external social capital. These dimensions of social capital are not perfect substitutes, and communities that maintain a strategic balance between the two maximize gains from a trade-off. Moreover, such an optimal choice is dependent on the level of internal and external social capital that these communities hold.


**Abstract**
The added value of self-organized policy networks is widely recognized, but how they impact outcomes is less well understood. This article extends the existing literature on networks and collaborative performance by analyzing the effect of network capital on policy outcomes in a developing country, Nepal. A study of the collaborative Rural Water Supply and Sanitation Program (RWSSP) in Nepal shows that village communities’ success in getting RWSSP funds for their projects depends on their ties to a greater number of organizational partners for resources and know-how, and particularly to bridging partners that can also draw on experiences from a wider range of other communities. Communities are also successful when they secure credible support from a more cohesive subgroup of organizational partners that have considerable overlap in the projects they do share. Thus, direct ties to a broader set of organizational partners and indirect reach to other communities lead to better performance but so does the greater cohesion among the partners who tend to share the same set of community projects. Since partner selection inevitably imposes a trade-off between indirect reach and cohesion, a balanced strategy that accounts for both features appears important for developing network capital.

https://doi.org/10.1093/jopart/mus007


Abstract

Studies of network effectiveness in the collaborative public program setting commonly have found that actors with more organizational partners, more indirect (bridging) ties to other partners, and more cohesive relationships among partners have greater success in implementing projects. This article contributes to this literature by developing and testing hypotheses about how strength of relationships, measured by frequency of contacts, moderates these results. In the context of community water supply projects in Nepal, the article shows that greater frequency of contacts between communities and organizational partners enhances the impact of having more partners and more cohesive relationships among partners but decreases the impact of having more indirect connections. For practitioners and network theorists, these findings highlight the importance of strength of relationships in the link between networks and performance.

https://doi.org/10.1111/puar.12787


Abstract

Despite a growing body of literature on program implementation networks, most studies have focused on understanding the network structures involving the implementation of initial or inceptive public programs. Little attention has been paid to what network structures actors create to pursue spinoff effects. Spinoff effects are defined as offshoot projects that take place ex-post the completion of the initial public projects or programs. Framing postproject collaboration between communities (villages) and organizations for spinoff projects as social networks, this research examines the network structures that drive postproject collaboration. The network data on postproject collaboration came from a field survey of 62 communities from Nepal that were engaged in building ties with organizations to mobilize resources for spinoff projects. The results from bipartite exponential random graph models applied to the network data show that postproject collaboration ties are influenced by network centralization around communities, or a greater variance among communities in the number of ties with organizations,
reflecting differences in the communities’ needs for spinoff projects. In addition, communities use network bridging, or indirect ties to other communities through the partner organizations, to access new information valuable to spinoff projects. Given the widespread use of public programs, these findings provide important insights to communities and managers as they advocate postproject collaboration to realize spinoff effects and thereby to sustain the impact of public programs.

https://doi.org/10.1080/15309576.2018.1549085


**Abstract**

Cross-sector social partnership (CSSP) case-based theory and research have long argued that nonprofits that engage in more integrative and enduring cross-sector partnerships should increase their organizational capacity. By increasing their capacity, nonprofits increase their ability to contribute to systemic change. The current research investigates this claim in a large-scale empirical research study. In particular, this study examines whether nonprofits that have a greater number of integrated cross-sector partnerships have greater capacities for financial management, strategic planning, external communication, board leadership, mission orientation, and staff management than nonprofits that have other types of interorganizational relationships. Moreover, it examines whether the length of these partnerships is associated with better capacity. Hierarchical multiple regression analysis drawn from surveys of 452 nonprofit organizations suggests that cross-sector collaboration is not systematically related to increased capacity. However, the results suggest that more enduring relationships between government and nonprofit organizations that extend beyond funder–recipient relationships are related to greater strategic planning capacity. Implications for CSSP research are drawn from the results, especially those concerned with the outcomes of CSSPs.

https://doi.org/10.1007/s10551-018-3856-8


**Abstract**

Local food system governance increasingly occurs in collaborative venues at the local, state, and regional levels. Prominent examples of such are food policy councils (FPCs). FPCs take a systemic approach to improve local food systems by including diverse stakeholders to advise on policy development. The authors study public FPCs to understand how policies structure the stakeholder composition and goals of FPCs and how FPCs’ stakeholder composition facilitates and/or impedes performance. Data come from a content analysis of policies that mandate the structure and functions of public FPCs and interviews with FPC representatives. Findings indicate that FPCs connected to a broader array of food policy actors in their communities produce more diverse policy outputs, but this outcome is tempered by whether council members represent personal or organizational interests.

https://doi.org/10.1111/puar.12352

**Abstract**

Administrators and policymakers increasingly rely on collaborative policymaking groups to inform policy development. While this trend is observed in a wide array of policy domains, it is particularly common in the regulation of natural resource-based industries which requires the simultaneous consideration of an interrelated set of economic, technical, and social factors. In this article, we examine outcomes associated with collaborative policymaking groups involved in informing state aquaculture policy, referred to herein as aquaculture partnerships. We define outcomes here as consequences on relevant contextual conditions (social, political, and environmental) that follow from the work or design of collaborative processes. Using data collected through an online survey of partnership participants (n = 123), we examine individual and procedural factors that significantly associate with partnerships’ positive or negative influence on a set of policy and social outcomes, as perceived by their participants. Overall, we find that participants’ ability to mobilize scientific and technical resources to achieve group objectives, perceptions of procedural fairness, and individual-level learning are all positively associated with partnership influence on policy and/or social outcomes. We conclude our article by highlighting the value of this research for both scholars and practitioners interested in better understanding collaborative group dynamics and outcomes relating thereto.

https://doi.org/10.1177/0275074015599603


**Abstract**

Scholarship on collaborative governance identifies several structural and procedural factors that consistently influence governance outcomes. A promising next step for collaborative governance research is to explore how these factors interact. Focusing on two dimensions of social learning—relational and cognitive—as outcomes of collaboration, this article examines potential interacting effects of participant diversity and trust. The empirical setting entails 10 collaborative partnerships in the United States that provide advice on marine aquaculture policy. The findings indicate that diversity in beliefs among participants is positively related to relational learning, whereas diversity in participants’ affiliations is negatively related to relational learning, and high trust bolsters the positive effects of belief diversity on both relational and cognitive learning. In addition, high trust dampens the negative effects of affiliation diversity on relational learning. A more nuanced understanding of diversity in collaborative governance has practical implications for the design and facilitation of diverse stakeholder groups.

https://doi.org/10.1111/puar.12800


**Abstract**
State and local governments across the United States have increasingly utilized collaborative, interorganizational approaches to the delivery of public services. This shift in governance structure often necessitates that public managers not only lead the agency in which they are employed, but also work within, and often lead, a network. These two different contexts in which public managers operate require different managerial and leadership approaches. This article discusses some of the differences between hierarchical leadership and network leadership, important aspects of collaborative leadership, and the leadership behaviors that are considered effective within collaborative governance structures. The article concludes with a discussion of some best practices for collaborative leadership, including the formation of joint commitment, the identification of resources, the creation of a shared understanding, the achievement of stakeholder support, and the establishment of trust.

https://www.jstor.org/stable/41303176


Abstract

Collaboration has become the predominant approach to solving complex public problems. This choice, however, often is not driven by demonstrated effectiveness. Collaboration is instead chosen in the hope that a networked arrangement will be more effective than individual organizations working on the issue alone. Questions regarding collaborative effectiveness persist and constitute a significant challenge facing both public management practitioners and public administration scholars. In light of the case study in this issue of Public Administration Review by Maurits Waardenburg and colleagues, this article reviews the current thinking on the measurement of collaborative performance and discusses steps that professionals can take to evaluate the effectiveness of their collaborative endeavors.

https://doi.org/10.1111/puar.12888


Abstract

Among a collaborative leader’s most important duties is selecting a collaborative partner. Numerous perspectives, including resource dependency theory, institutional theory, transaction cost theory, and personality typologies, have been used to help explain this decision. Clearly, a collaborative leader would desire to work with an individual who has access to needed resources, has a personality that fits the network, and is familiar. However, such a perfect partner does not often, if ever, exist. Therefore, a collaborative leader must make trade-offs between the issues of resource access, personality, and familiarity. Using an experimental design, this study explores how collaborative leaders make these trade-offs when considering potential collaborative partners. The findings suggest that while prospective partner personality may be the most significant driver of the partnership decision, it is actually the combination of factors, especially personality and resource access that interact to determine partner desirability.

https://doi.org/10.1093/jopart/mux026

**Abstract**

In this study, nonprofit involvement in cross-sector collaborative efforts for post-Katrina and Rita relief, recovery, and rebuilding are examined. Using Bryson, Crosby, and Stone’s (2006) model as a framework, the collaborative and intermediary roles played by nonprofits in three affected areas, New Orleans, southwest Louisiana, and central Texas, are analyzed. Extensions of the model are introduced to include aspects of organizational capacity and individual and prosocial behaviors resultant of cross-sector collaboration during extreme events. Implications of the findings for nonprofit practice and policy as well as future research in emergency management are discussed.


**Abstract**

In this research, the author proposed and tested a model of how firms learn from their strategic alliances. Based on a survey of 151 firms, the results suggest that experience alone is insufficient for the achievement of the greatest benefits from collaboration. Experience must be internalized first, and collaborative know-how must be developed for this experience to contribute to future collaborative benefits.

[http://www.jstor.org/sici?sici=0001-4273(199710)40%3A5%3C1150%3ATIOCKA%3E2.0.CO%3B2-G](http://www.jstor.org/sici?sici=0001-4273(199710)40%3A5%3C1150%3ATIOCKA%3E2.0.CO%3B2-G)


**Abstract**

The next big step in public management research is to move beyond the question of whether management matters to answer the question: does democracy matter? The public management discipline has largely ignored the impact of democratic structure on performance, partly because of limited variation in the constitutional design of public service organizations. Recent growth in the number and types of special purpose governments offers an organizational population with a wider distribution on the democratic structure parameter. Conceptual and methodological advances in delimiting and measuring "democratic performance" as a function of formal structures and informal practices provide an intellectual infrastructure for scholars. Hypotheses are derived in which democratic performance is either a dependent or independent variable. Differences in contextual variables in the United Kingdom and the United States make transatlantic comparative research a worthwhile proposition. A research strategy for generating knowledge on "does democracy matter?" is set out.


Abstract

Collaboration is an increasingly important topic in the public administration and management literatures. A preponderance of studies focuses on how managers can build trust between the government and collaborative partners by means of behavioral attributes and managerial skill. In this article, the author suggests that stable institutions and local government structure facilitate collaboration by allowing public managers to more credibly commit in a policy arena. Using county data on open-space policy, the author finds empirical support for the proposition that county form of government, along with rules governing debt accumulation and administrative commitment, increases the breadth of county collaboration in open-space protection.

http://jpart.oxfordjournals.org/content/19/1/1.short


Abstract

This paper critically scrutinizes the key success factors and tools described in the partnering literature by exploring how they are implemented in a public–private partnering collaboration. In addition to this the paper investigates to what extent these tools facilitate the relationship between the parties in a partnering process. The empirical data consist of two longitudinal case studies. Both cases are large and complex urban development projects in the Swedish water and sewage industry. The results from the cases were ambiguous and positive; as well, some negative outcomes were present. Further, the processes were in both cases far from easy and it required a lot of effort from the parties in the collaboration to make the collaboration work and establish a culture based on trust, especially higher up in the organization. As could be expected, the reality is thus far more complex and cumbersome than previous studies indicate.

https://doi.org/10.1007/s11115-016-0368-9


Abstract

In recent years, government's primary response to the emergent problems of homelessness, hunger, child abuse, health care, and AIDS has been generated through nonprofit agencies funded by taxpayer money. As part of the widespread movement for privatization, these agencies represent revolutionary changes in the welfare state. Steven Smith and Michael Lipsky demonstrate that this massive shift in funds has benefits and drawbacks. Given the breadth of government funding of nonprofit agencies, this first study of the social, political, and organizational effects of this service strategy is an essential contribution to the current raging debates on the future of the welfare state.


Abstract

Collaboration has received strong impetus in recent years. Service providers face greater expectations that they will share human and financial resources with other organizations, conduct joint planning, and devise other ways to break down organization barriers. This article analyzes collaborative practices among nonprofit organizations in rural southern Illinois and the Mississippi Delta. Environmental factors present in rural areas suggest that collaboration may be difficult to accomplish. Clients are scattered over a large geographic area, they are hard to contact because of transportation problems, community financial resources are limited, staff salaries are low, and some rural populations resist service offerings. Despite these difficulties, nonprofits in the two rural regions do engage in significant collaborations, and their leadership shows strong commitment to partnering with other organizations. Certain characteristics of the rural environment actually facilitate collaboration.


Abstract

The purpose of this article is to describe how organizations have evolved across three periods of modern economic history. These periods can be called the age of competition, age of cooperation, and age of collaboration. The major organizational forms that appeared in each of the three eras, including their capabilities and limitations, are discussed.

https://doi.org/10.1177/1548051815585852


Abstract

When facing the challenge of new global employment dynamics and the demand for the creation of economic growth and new jobs, joint cross-sectoral efforts to pool market and public sector resources promise to make the most of the complementary strengths, competencies and perspectives of different actors. The topic addressed here is the impact that management rationale--bureaucratic and entrepreneurial--has on cross-sectoral collaboration, and in particular how a mismatch in goals and norms between sectoral actors and the overall management rationale may affect joint efforts in terms of the capacity to recruit relevant actors and establish sustainable collaboration. The empirical findings, which are based on two cases of cross-sectoral co-operation--the EU programme EQUAL and the Swedish VINNVÄXT programme--suggest that management rationale is an important factor in accounting for success of cross-sectoral initiatives and that a mismatch risks undermining smooth co-operation and thereby policy delivery.

http://search.proquest.com/docview/1675957703/?pq-origsite=primo

**Abstract**

The threat of terrorism is at the forefront of security issues in the society. Terrorism must be dealt with through collaboration of multiple types and levels of agencies. Public sector interagency collaboration is explored through collective mind and beliefs of collaboration necessity in terrorism situations. It is found that the presence of a collective mind increases the likelihood that public sector representatives recognize and form beliefs that collaboration is necessary. It is also found that aggregates of representatives were more likely to actually collaborate with one another in addressing these cyber-terrorism threats when more shared the belief of collaboration necessity.

http://aas.sagepub.com/content/40/8/852.short


**Abstract**

Purpose. The purpose of this paper is to assess, empirically, the opinions of local politicians concerning citizen participation in collaborative governance processes. Elected politicians play a key role as gatekeepers when it comes to the political impact of participatory initiatives, and by examining their attitudes, it is possible to get an understanding of perceived challenges from the perspective of elected representatives. Design/methodology/approach. The empirical findings come from an ongoing project studying democratic innovation, the primary objective of which is to understand how local politicians think about efforts to increase or deepen citizen participation in political decision making. The source of data is interviews with 29 members of the executive boards of four Norwegian municipalities. Findings. Although most of the politicians acknowledge that good reasons exist to facilitate greater citizen involvement, they are particularly worried about figuring out how to realise “inclusiveness” and “popular control” as two democratic goods. They appear to think most people are not motivated to participate; thus, they do not think it is possible or desirable to interact more directly with citizens in collaborative processes to develop shared recommendations for new solutions to public problems. Research limitations/implications. The municipalities in this study are not a representative sample of Norwegian municipalities, as each has expressed an interest in democratic innovation. Thus, they would be expected to have more positive attitudes than the average municipality. Originality/value. Given that elected representatives decide whether and how to involve citizens in political decision-making processes, their attitudes are crucial to understanding and explaining collaborative governance efforts in western democracies.

https://doi.org/10.1108/IJPSM-10-2017-0271


**Abstract**

This research examines the extent to which political similarities—that is, homophily between political actors at the local level—affect patterns of interorganizational collaboration in an emergency response
situation. While the field of emergency management has focused on implementation-oriented arrangements among key stakeholders, few studies have systemically investigated the creation and development of interorganizational collaborations led by political actors, especially following catastrophic events. The analysis reveals that a dyadic tie with political homophily boosts local responders’ ties with other agencies during emergencies. Findings indicate that political solidarity, formulated by chief elected officials of municipalities and council members, can broaden the scope of interorganizational collaboration by mitigating institutional collective action problems at the local level. This research presents a critical recommendation for emergency managers that interlocal collaboration for timely response to a disaster is attributable to political similarities that facilitate frequent interlocal interactions through formal and/or informal agreements.

https://doi.org/10.1111/puar.12887


**Abstract**

The public sector is increasingly expected to be innovative. As the demands for innovation grow, new forms of governance emerge. Traditional forms of bureaucratic, representative government are moderated by New Public Management reforms and a variety of collaborative forms of governance that, among other things, aim to enhance the innovative capacity of the public sector. As forms of governance change so does the models of accountability by which decision makers are held to account. The efforts to develop a model for measuring the accountability of collaborative innovation processes are, however, in its early stages, and the article review the first attempts to develop a collaborative approach to accountability and set up a research agenda for further work in this field.

http://search.proquest.com/docview/1362242886/?pq-origsite=primo


**Abstract**

Research finds that productive interfaces between collaborative and bureaucratic forms of governance hinges on the extent to which public managers act as competent boundary spanners who process information, accommodate communication and align and coordinate behavior, and it seems likely that politicians have an equally important role to play in aligning processes and arenas of collaborative governance with representative democracy. The empirical forms that political boundary making takes are examined in a study of 28 cases of local, regional or national level policy-making in nine Western countries. This study indicates that there is considerable variation in the way politicians perform political boundary spanning particularly with respect to their degree of engagement in collaborative policymaking arenas and the focus of their boundary-spanning activities. Furthermore, the study shows that collaborative governance tends to go best in tandem with representative democracy in those cases where politicians perform both hands off and hands on boundary-spanning activities.

https://doi.org/10.1080/14494035.2020.1743526

Abstract

Encouraged by the proliferation of governance networks and the growing demands for public innovation, this article aims to advance “collaborative innovation” as a cross-disciplinary approach to studying and enhancing public innovation. The article explains the special conditions and the growing demand for public innovation, and demonstrates how it can be enhanced through multiactor collaboration. The case for collaborative innovation is supported by insights from three different social science theories. The theoretical discussion leads to the formulation of an analytical model that can be used in future studies of collaborative innovation in the public sector.

https://journals.sagepub.com/doi/10.1177/0095399711418768


Abstract

This chapter posits that collaboration, rather than competition, is a key driver of public innovation. The authors discuss methods and tools for collaborative innovation, barriers to collaborative innovation, and reforms needed to build and reinforce institutional capabilities to support and enhance collaborative innovation. This chapter merges the public innovation and collaborative governance literature in new ways to recommend a path toward collaborative innovation.

https://www.google.com/books/edition/The_Problem_solving_CAPACITY_of_the_Mode/zai1BAAAQBAJ?hl=en&gbpv=1&dq=Collaborative+innovation+and+governance+capacity&pg=PA238&printsec=frontcover


Abstract

Western liberal governments increasingly seek to improve the performance of the public sector by spurring innovation. New Public Management reforms from the 1980s onward viewed strategic entrepreneurial leadership and public–private competition as key drivers of public innovation. By contrast, the current wave of New Public Governance reforms perceives collaboration between relevant and affected actors from the public and private sector as the primary vehicle of public innovation, and tends to see governance networks as potential arenas for collaborative innovation. The new focus on collaborative innovation in networks poses a fundamental challenge for public managers, elected politicians, and others aiming to metagovern governance networks. Hence, we claim that a specific metagovernance strategy is needed when the purpose of governance networks is to stimulate efficiency, effectiveness, and democratic legitimacy through innovation rather than incremental improvements. The article aims to sketch out the contours of such a strategy by comparing it with more traditional metagovernance strategies. The argument is illustrated by an empirical analysis of an example of collaborative innovation in Danish elderly care.

**Abstract**

Initially, governance networks were intended as tools for making public governance more effective. Yet, scholars have argued that governance networks also have the potential to democratize public governance. This article provides an overview of theoretical arguments pertaining to the democratizing impact of governance networks. It claims that the initial celebration of the pluralization of public governance and the subsequent call for a democratic anchorage of governance networks should give way to a new concern for how governance networks can strengthen and democratize political leadership. Tying political leadership to networked processes of collaborative governance fosters ‘interactive political leadership’. The article presents theoretical arguments in support of interactive political leadership, and provides an illustrative case study of a recent attempt to strengthen political leadership through the systematic involvement of elected politicians in local governance networks. The article concludes by reflecting on how interactive political leadership could transform our thinking about democracy.

Sørensen, Eva, and Jacob Torfing. (2021). Radical and disruptive answers to downstream problems in collaborative governance? *Public Management Review*.

**Abstract**

The research on collaborative governance has focused on the upstream problems concerning the recruitment of actors, facilitation of collaboration and the fostering of agreement. However, the main problems are possibly located downstream after a decision is made and thus relate to the implementation of joint solutions the evaluation of the results and the attempt to hold the actors to account. Base on new theoretical developments, this article explores some radical and disruptive responses to these downstream problems. Or findings is that while these responses are making good progress in solving downstream problems, we are not quite there yet.


**Abstract**

Governments all over the Western world currently face wicked problems that call for policy innovation. A new strand of research in public innovation points to collaboration between public authorities and relevant and affected stakeholders as an important driver of public innovation. A case study of collaborative policy innovation in the area of mental healthcare in Denmark indicates that collaboration can contribute to qualify the politicians’ understanding of wicked policy problems, and to fostering new creative policy solutions. The study also shows, however, that the new problem understandings and policy ideas produced in collaborative governance arenas are not diffused to the formal political institutions of
representative democracy because the participating politicians only to a limited extent function as boundary spanners between the collaborative governance arena and the decision making arenas in representative democracy.


Abstract

Collaborative mechanisms are increasingly being used to deliver public services in the United States, with many scholars seeking to understand the operation and impact of these ventures. This article contributes to this research by breaking apart interagency collaborations used to deliver services, demonstrating the variations that can occur within a single form of collaborative service delivery. Examining collaborations to deliver early care and education services, this article demonstrates that scholars need to examine multiple collaborative ventures within policy fields to understand the variations that can arise during the implementation process and the implications of these variations for the public services.


Abstract

In the literature on collaborative governance, it is often assumed that collaborative capacity (i.e., the ability of actors to coordinate their activities around public issues in a collaborative fashion) is primarily generated during the collaborative process itself. In this article, we show that collaborative capacity can already emerge before the start of collaborations, in the form of a common ground and the bridging position that some actors attain through their involvement in different projects that build up to the collaboration. We introduce a conceptual framework that captures these dimensions of collaborative capacity, and we present findings on two case studies to test several propositions, using an approach called event sequence analysis. We find that in both cases a common ground develops before the start of collaborations and influences the aims that are chosen during the collaborations themselves. We also find that actors that attain a bridging position before the collaboration play an important role in assembling building blocks for collaboration together. Our findings have relevance primarily for regional collaborations that involve large numbers of professional organizations.


Abstract
Municipal governments are increasingly showing interest in inter-municipal cooperation. Often overlooked in the discussion of such collaborative relationships are concerns related to accountability and transparency. In this article, we introduce a framework to measure accountability and transparency in inter-local relationships and test it with a brief case study of inter-municipal cooperative agreements collected from the Greater Toronto Area. Overall, the agreements collected score very low on our accountability scale, mainly because of low levels of public access and poor internal accountability. We conclude the study by examining the challenges of having multiple lines of accountability in local service collaboration.

https://doi.org/10.1080/03003930.2017.1288617


Abstract

Cross-sector collaboration has emerged as an important way for public management to address complex social issues. Given the manifold challenges of governing and implementing such collaborations, scholars emphasize the benefits of using broker organizations to facilitate and strengthen cross-sector collaboration. However, this comparative longitudinal case study of broker organizations that support global health partnerships shows a less straightforward pattern: despite their good intentions, two of the four broker organizations analyzed subtly weakened the collaboration by gradually replacing the partners’ cross-sector tasks and decision-making with unilateral, broker-based ones. By juxtaposing this pattern with the other two broker organizations’ trajectories, this study reveals the processes underlying brokers’ role drift and unintended collaborative weakening and those allowing them to maintain their facilitation role. On this basis, the study exposes overlooked collaboration dynamics to reveal the boundaries of using broker organizations as a mechanism to facilitate cross-sector collaboration.

https://doi.org/10.1111/puar.13174


Abstract

This exploratory research is aimed at offering insights into how intergovernmental dependencies influence Program Assessment Rating Tools (PART) ratings under circumstances when federal funds and responsibility are delegated downward in the system. The research offers formal support for the hypothesis that programs carried out under such circumstances score relatively lower on those portions of the PART instrument that are dependent on intergovernmental collaboration. The findings are important in that they draw attention to an opportunity to improve the consistency of PART ratings across programs. Specifically, they suggest that it may be necessary to revise the instrument to include questions that recognizes and gives credit to efforts of intergovernmental collaborative efforts as part of the PART scoring process.

http://arp.sagepub.com/content/39/6/619.short

Abstract

This article reviews recent empirical research on collective choice and collaborative problem solving. Much of the collective choice research focuses on hidden profiles. A hidden profile exists when group members individually have information favoring suboptimal choices but the group collectively has information favoring an optimal choice. Groups are notoriously bad at discovering optimal choices when information is distributed to create a hidden profile. Reviewed work identifies informational structures, individual processing biases, and social motivations that inhibit and facilitate the discovery of hidden profiles. The review of collaborative problem-solving research is framed by Larson’s concept of synergy. Synergy refers to performance gains that are attributable to collaboration. Recent research has addressed factors that result in groups performing as well as their best member (weak synergy) and better than their best member (strong synergy). Communication dynamics underlying both collective choice and collaborative problem solving are discussed.

https://doi.org/10.1146/annurev-psych-010418-103211


Abstract

As a theoretical tool, public service motivation (PSM) stands in stark contrast to many of the principles and practices associated with the NPM movement. Yet, in practice, it is unlikely PSM and NPM are easily separable. Consequently, this chapter examines how PSM and NPM might relate to one another by considering whether senior managers with high levels of PSM respond differently to interlocal service agreements than managers with lower levels of PSM. Managers with higher levels of PSM are more likely to value trust and collaboration in interlocal service agreements and to believe organizational performance is better. However, managers with strong public service motives are no more (or less) likely to value monitoring and sanctioning collaboration partners or believe monitoring and sanctioning translate into better organizational performance. Taken together, these findings support the importance of relational contracting, social networking, and trust in the contracting process. Results further suggest NPM and PSM may be complimentary when collective institutional environments exist.


Abstract

The conceptual underpinnings of the public-private partnership idea are examined from the vantage point of whether such entities can produce economically efficient outcomes, can be considered politically effective, can prove administratively feasible, and can equitably distribute the benefits that they purchase. The author concludes by addressing the issue of what the future may hold for such collaborations.

**Abstract**

The paper offers an introduction to the journal's section entitled "The Reflective Practitioner," which deals with the collaboration of Auburn, Alabama with the Bulgarian city of Blagoevgrad. Sponsored by the U.S. Agency for International Development and the International City Management Association, Auburn's work with Blagoevgrad was part of a larger project pairing U.S. municipalities with those in developing and transitional countries. The intent was to make practical knowledge from well-run U.S. cities available to help solve the problems faced by local governments elsewhere. For reflective practitioners, the story illustrates the usefulness of knowing in action, that is, knowledge acquired in practice, and particularly its applicability across situations. Watson's account shows how practical knowledge generated in one context can be used to make things better even in a dramatically different situation.


**Abstract**

Reluctant Partners examines how the federal government can secure the cooperation it needs to effect national policy goals when the implementation process itself empowers potential adversaries. The current battle over how and where to permanently store the nation’s high-level nuclear waste poses one of the greatest challenges to federalism since the Civil War. Authority has been legislatively diffused among the federal government, the states, the counties, and certain affected Indian tribes. The situation also epitomizes the conflict that arises when Congress delegates final decisionmaking authority to the bureaucracy. The book contributes to the body of implementation literature by moving past organizational theory to consider issues of governance and leadership. However, it will disappoint the empiricist who sees an opportunity for the application of a theory go by the boards.


**Abstract**

This chapter reflects and combines three emerging trends in how scholars and practitioners understand and act on the complexity of current public problem solving: governance, collaboration, and design science. Its purpose is to advance knowledge about governance in the context of collaborations and consider how a design science approach might enhance governance effectiveness. To that end, the chapter uses existing research and a comparative analysis of three cases to develop design propositions for the governance of collaborations.

Abstract

Governance network managers are charged with triggering and sustaining collaborative dynamics, but often struggle to do so because they come from and interact with hierarchical and competitive organizations and systems. Thus, an important step toward effectively managing governance networks is to clarify collaborative dynamics. While the recently proposed collaborative governance regime (CGR) model provides a good start, it lacks both the conceptual clarity and parsimony needed in a useful analytical tool. This theoretical chapter uses the logic model framework to assess and reorganize the CGR model and then amends it using Follett’s theory of integrative process to provide a parsimonious understanding of collaborative dynamics, as opposed to authoritative coordination or negotiated cooperation. Uniquely, Follett draws from political and organizational theory practically grounded in the study of civic and business groups to frame the manner in which integrative process permeates collaboration. We argue that the disposition, style of relating, and mode of association in her integrative method foster collaborative dynamics while avoiding the counterproductive characteristics of hierarchy and competition. We develop an alternative logic model for studying collaborative dynamics that clarifies and defines these dynamics for future operationalization and empirical study.


Abstract

The nonprofit sector is evolving rapidly as organizations expand their focus on efficiency, sustainability, and accountability. Public agencies are changing as well, embracing collaborative public management and fostering stewardship-based contracting approaches. But how have all these developments influenced government funding for nonprofit organizations? Which types of nonprofits procure public funds, and how do patterns change over time? Based on 200 interviews with leaders of nonprofit organizations in the San Francisco Bay Area, I argue that standard management strategies for achieving mission have become increasingly relevant for procuring government grants and contracts. Results indicate that professionalization and collaboration are consequential for receiving government support, net of prior funding, and collaboration also contributes to total support from government. Building from these results, I conclude by discussing the opportunities and challenges of public–nonprofit relations.
This article focuses attention on the institutional context of cross-sector collaboration and its effects on partnership management. Drawing on fieldwork and 54 interviews from 2011 to 2013, we investigate an innovative public–nonprofit partnership within a local unit of the National Park Service. The collaboration demonstrates the power and potential of public–nonprofit partnerships while revealing tensions that cross-sector activities can provoke in an organizational field. We focus on two ongoing processes of institutional change in the nonprofit sector that shape these dynamics: (a) managerialism and (b) empowered agency. We illustrate these processes and suggest that they alter the context for partnerships in national parks, particularly with respect to capacity and control. We conclude by offering several propositions about institutional change and the broader implications of a shifting context for public–nonprofit partnerships.

https://doi.org/10.1177/0275074015619482


Abstract

This chapter focuses attention on emotions, expertise, and ethics as foundational elements for exploring feelings, skills, values, and mind-sets in the context of collaboration. A 'collaborative self', then, is 'performativ', because it is the product of multiple interacting factors-individual, discursive, and situational-affording identity to actors and practices. It explores how feelings, skills, and values interact with each other and with other factors to constitute 'a collaborative self'. The chapter also focuses on actors and how they are constituted in collaboration in order to provide greater insights into how and why actors use their emotions, expertise, and ethics in making collaborations work. Ethics offers value-based answers to questions about why to collaborate and how. Decisions to collaborate are made in the context of how collaboration might contribute to or detract from important values, including democracy and the protection of individual rights. Emotions are of interest in studying collaboration less for what they are than for what they do.


Abstract

Collaboration between governments, business, the voluntary and community sectors is now central to the way public policy is made, managed, and delivered. This book provides the first comprehensive and authoritative account of the theory, policy, and practice of collaboration. Written by two leading authorities in the field, the book explores the experience of collaboration in regeneration, health, and other policy sectors, and assesses the consequences of the emergence of public-private partnerships contrasting the UK experience to that elsewhere in the world.


Abstract

‘Leadership’ and ‘collaboration’ are integral to twenty-first century governance and management but, despite a growing literature, understanding about leadership for collaboration is hampered by a lack of specificity and nuance in theory and empirical research. This article responds to these limitations by working within an interpretive framework and employing Q-method to uncover different interpretations of leadership for collaboration operant among public managers in Wales. The article uses the concept of situated agency to explain why public managers offer diverse interpretations of leadership for collaboration despite working within the same governance framework, and to identify challenges to public managers in determining appropriate leadership for collaboration.

https://doi.org/10.1080/14719037.2011.589617


Abstract

Collaborative management is thought to enhance policy implementation in urban settings by overcoming governmental fragmentation, creating greater goal consensus, increasing access to resources, and facilitating policy learning. However, empirical studies of this relationship are conspicuously absent, limiting researchers’ ability to predict how collaborative tools will directly and indirectly affect local implementation outcomes. This article investigates the effects of inter- and intralocal collaboration on the implementation of urban sustainability practices, and investigates interaction relationships to test whether two managerial environmental factors—administrative capacity and stakeholder support—influence the effectiveness of collaborative tools. Drawing data from a national survey, the analysis finds evidence that the effectiveness of collaborative tools depends on the policy target, and that administrative capacity and stakeholder support influence the effectiveness of collaboration in policy implementation. These findings have theoretical and practical implications for how public managers utilize collaborative tools in urban sustainability governance.

https://doi.org/10.1177/0275074015598576


Abstract

The COVID-19 pandemic has put pressure on essential public services. While much of the economy has been shut down, essential public services have continued. Using professional experience, publicly available information, and interviews with two municipal utility managers, we evaluate the challenges presented to municipal utility services by the COVID-19 pandemic and explore some of the responses by utilities to the pandemic. Specifically, we focus on the strategies utilities have used to keep employees safe from the virus and plans for workforce shortages. One important strategy we identify is reliance on mutual aid agreements, where utilities agree to send staff and equipment to other utilities in times of crisis. We also explore the role of a municipal utility association in coordinating response. The case of utility response to COVID-19 carries important potential implications for both public administration practice and research.

**Abstract**

For collaboratives to form, this article argues that a collaborative window (the confluence of problem, policy, organizational, and social/political/economic streams) must open, and a collaborative entrepreneur must act (recognizing the window and bringing together appropriate partners). This article argues that because collaborations form in response to particular collaborative windows, the initial governance structures developed will correspond to the conditions characterizing the window. Because initial governance structures are difficult to change and the conditions that characterized the collaborative window shift when the window closes, social service partnerships have built into them the seeds for their short-term demise. To illustrate this argument, a case study is presented of three small, community-based organizations that partnered to provide social services for persons living with HIV and AIDS in Orange County, California. The implications of this case study for understanding the potential long-term impacts of collaborations are discussed.

http://nvs.sagepub.com/cgi/content/abstract/31/2/165


**Abstract**

Public governance often involves policy tools and stakeholders from multiple sectors. How different policy tools are used may affect the chances that the values and interests of diverse stakeholders can be aligned in mutually supportive ways. Drawing on insights from behavioral and cognitive economics, this article uses the case of land and ecological conservation in Twin Lake, Taiwan, to illustrate how various interactive dynamics—hierarchical exclusion and preemptive effects—may affect efforts in land and ecological conservation involving stakeholders from multiple sectors. Such illustrations may inform the choice and sequencing of policy tools for facilitating collaborative governance.


**Abstract**

In the last two decades, local governments have increasingly engaged in energy conservation and sustainability programs and policy. However, the benefits of these policies (i.e., cleaner air, less congestion, etc.) are often perceived as dispersed and costly. As such, localities consider collaborating with one another. However, decisions to collaborate pose considerable risks that can be magnified or mitigated by the mechanisms through which collaboration occurs. We investigate decisions to engage in
formal and informal collaboration in the area of energy efficiency and conservation as a response to collaboration risks.

https://doi.org/10.1177/0275074019867421


**Abstract**

Social science research contains a wealth of knowledge for people seeking to understand collaboration processes. The authors argue that public managers should look inside the "black box" of collaboration processes. Inside, they will find a complex construct of five variable dimensions: governance, administration, organizational autonomy, mutuality, and norms. Public managers must know these five dimensions and manage them intentionally in order to collaborate effectively.

https://www.jstor.org/stable/4096567


**Abstract**

This article conceptualizes and measures collaboration. An empirically validated theory of collaboration, one that can inform both theory and practice, demands a systematic approach to understanding the meaning and measurement of collaboration. We present findings from a study that develops and tests the construct validity of a multidimensional model of collaboration. Data collected using a mail questionnaire sent to 1382 directors of organizations that participate in a large national service program provides the basis for a higher order confirmatory factor analysis. The model that emerges from this analysis demonstrates an overall close fit with the empirical data and the high, standardized gamma coefficients estimated in the model confirm that five key dimensions contribute to an overall construct of collaboration. The primary purpose of this research was to stimulate interest in measurement of collaboration and refinement of the model. As such, we present a detailed description of the analytical process, identify areas that affect interpretation of the data (such as possible selection bias), and propose areas for future research. We believe this effort to conceptualize and measure collaboration offers a foundation for further research.

http://jpart.oxfordjournals.org/content/19/1/23.short


**Abstract**

The article presents a look at Clive, Urbandale, and West Des Moines, three cities in central Iowa which have engaged in interlocal agreements and collaborative activities. The author mentions that the cities are currently figuring out how to collaborate further and how to improve fire and emergency medical service operations. The cities already collaborate in public safety, including a dispatch center. West Help, a
project whose goal is to facilitate housing repair and rehabilitation within member communities, is another collaboration.

https://www.jstor.org/stable/4096580


Abstract

The benefits and costs of collaborations are often discussed in generic terms. Rarely do studies estimate the fiscal value of costs and benefits. This study begins to address this important issue by estimating costs, revenues and savings associated with interlocal agreements, and estimating the factors that contribute to higher or lower savings from local collaborations. Findings indicate these factors include attributes of the actual resources used in collaboration, characteristics of the agreements themselves, and qualities of the partnering local governments. Several implications for public managers are indicated in the conclusion.

http://citeseerx.ist.psu.edu/viewdoc/summary?doi=10.1.1.489.5949


Abstract

Collaboration indicates management intention for new competence and knowledge development by collective and inter-supportive means. From a pragmatic point of view, business organizations see collaboration as an opportunity for new competitiveness and efficiency, and public authorities also perceive collaboration as a means to prescribe unified solutions to social issues. Beyond these pragmatic views, academics’ conceptions of collaboration give rise to categories of theoretic paradigms for strategic decisions. This research reviews all these perspectives. This research also examines collaboration modes and contingencies in specific situations and assesses their association with contextual collaboration preconditions. This examination explains the association in terms of collaboration values or scopes (why), its forms or patterns (how) and its coordination, leadership and governance role (who), and its contexts (where and when). To do so, the research uses a case study of a publicly funded cross-sectoral innovation collaboration project. The case-based propositions and the theoretic assessment cross-examine the validity with each other, resulting in a discursive method to develop the collaboration theory for practices. The research concludes with a remark on the role of conveners in directing and managing collaboration. This research contributes to an epistemological conflation in collaboration management, strategic alliances, and social innovation.

https://doi.org/10.1016/j.jbusres.2016.04.023


Abstract
This study aims to understand the processes that guide effective policies of collaborative governance where both public and private actors are involved. By adopting the theoretical framework developed by Ansell and Gash (2007), this study seeks to analyse the antecedents and subsequent effects of a successful case of collaborative governance in the port city of Naples. Increasing pressure from stakeholders evoked collaboration between public institutions and other private actors, in which discussion tables were utilised to develop ideas for the regeneration of San Vincenzo’s Pier. The collaborative approach adopted by public institutions and citizens associations allowed the bureaucratic hurdles that hindered the recovery and the re-opening of the pier to be overcome. The analysed case contributes toward existing literature on collaborative governance by suggesting an additional step within the framework initially developed by Ansell and Gash. Furthermore, the study provides interesting and practical implications for public managers and policy makers.

https://doi.org/10.1504/IJPSPM.2020.105087


**Abstract**

The article discusses the national success of preparation efforts to prevent technological conversion problems in United States in the rollover from 1999 to 2000. In the new millennium the major investment that cities and counties made in Y2K remediation and preparation has paid off. Early reports from Public Technology Inc. members indicate that the rollover from 1999 to 2000 caused little difficulty for local government systems, and vital services continued without a hitch. Transportation, water supply, and public safety systems had been explicitly targeted for early and aggressive help, and this effort was reflected in their continued positive performance. Equally important, the social fabric of America has held up to the pressure. Thanks to the early political leadership of local elected and appointed officials, among collaboration between local government and the social sector (including neighborhood groups, nonprofit organizations, and the press).

https://www.jstor.org/stable/977641


**Abstract**

Governments worldwide struggle to remove policy deadlocks and enact much-needed reforms in organizational structure and public services. In this book, Jacob Torfing explores collaborative innovation as a way for public and private stakeholders to break the impasse. These network-based collaborations promise to multiply the skills, ideas, energy, and resources between government and its partners across agency boundaries and in the nonprofit and private sectors. Torfing draws on his own pioneering work in Europe as well as examples from the United States and Australia to construct a cross-disciplinary framework for studying collaborative innovation. His analysis explores its complex and interactive processes as he looks at how drivers and barriers may enhance or impede the collaborative approach. He also reflects on the roles institutional design, public management, and governance reform play in spurring collaboration for public sector innovation. The result is a theoretically and empirically informed book that carefully demonstrates how multi-actor collaboration can enhance public innovation in the face of fiscal constraint, the proliferation of wicked problems, and the presence of unsatisfied social needs.

**Abstract**

There has been a growing interest in the question of how to spur innovation in the public sector, and recent research points to multi-actor collaboration as a superior innovation driver. This article explains why and how multi-actor collaboration may spur public innovation. It also discusses why we should expect different public and private actors to engage in demanding processes of collaborative interaction in order to produce risk-filled public innovations. Finally, it reflects on how it is possible to overcome the barriers to collaborative innovation through a combination of institutional design and the exercise of leadership and management.

https://doi.org/10.1080/14719037.2018.1430248


**Abstract**

This article explores how political leadership and policy innovation can be enhanced through collaborative governance. The main findings are that while wicked and unruly problems create an urgent need for policy innovation, politicians are badly positioned to initiate, drive and lead this innovation. They are either locked into a dependency on policy advice from senior civil servants or locked out of more inclusive policy networks. In either case, they are insulated from fresh ideas and ultimately reduced to ‘policy-takers’ with limited engagement in policy innovation. Collaborative policy innovation offers a solution to these limitations.

https://doi.org/10.1080/14719037.2016.1200662


**Abstract**

Since the early 1990s, public networks have been implemented in many countries to solve ‘wicked’ public problems, addressing such issues as health, social care, local development and education. While considerable research has been carried out into public networks, both managers and scholars are left with some doubts about network effectiveness. In fact literature on this topic has been highly fragmented, comprising a plurality of definitions, multiple theories, multiple methods and multiple explanations. This paper aims to review and classify previous theoretical and evidence-based studies on network effectiveness and its determinants. Our aim is to rearrange existing literature into a unitary framework in order to shed light on both hitherto unfilled gaps and established theoretical cornerstones.

**Abstract**

Purpose. This paper approaches collaborative governance reform as an empirical phenomenon. The purpose of this paper is to gain insights about the systemic and grassroots level conditions for collaboration, observed from the viewpoint of organisational culture. In this paper, the authors ask what constitutes collaborative development culture in local government organisations?

Design/methodology/approach The research design is founded on secondary use of quantitative data; a survey targeted to Finnish local government organisations (n=172). The authors analyse what factors the different groups, managers, professionals and politicians consider important for collaborative development culture and how they assess their local government organisations in this regard. Findings According to the results, enabling and supporting management, local government personnel’s input and ability to seek external partners are essential for creating a collaborative development culture. Interestingly, despite the recognition of deterring factors by the respondents the results highlight that the supporting and driving factors are more important for creation of collaborative culture, giving an optimistic message to actors trying to enhance collaborative development culture in local government organisations. Originality/value. The authors examine the collaborative governance reform in a critical way, from the viewpoint of organisational culture. Through the study, it is possible to better understand the reality and readiness for collaboration of local governments in this respect. This is a valuable aspect for increasing both theoretical and practical understanding of the so-called collaborative governance.


**Abstract**

Despite collaborative governance’s popularity, whether collaboration improves policy performance remains uncertain. This study assesses the link between collaborative decision making and licensed environmental management protocols in the Federal Energy Regulatory Commission’s (FERC’s) process for licensing hydropower facilities in the United States. Using results from a previous study of FERC relicensing (Ulibarri, forthcoming), one high-, one medium-, and one low-collaboration case were selected. Using documents including meeting minutes, public comments, and issued licenses, I assessed collaboration and license outputs, then conducted process tracing to examine whether and how differences in collaboration produced differences in license quality. High collaboration resulted in jointly developed and highly implementable operating regimes designed to improve numerous resources, while low collaboration resulted in operating requirements that ignored environmental concerns raised by stakeholders and lacked implementation provisions. These results support the hypothesis that collaboration can improve environmental outcomes, revealing the pragmatic value of collaboration.

**Abstract**

Although uncertainty is a fundamental feature and challenge of environmental governance, the literature on how policy makers and resource managers can act effectively under that uncertainty is scarce. The focus is on managing scientific uncertainty, a lack of knowledge about the causes or consequences of an environmental problem or decision, when many other types of uncertainty can have drastic effects on decision makers’ ability to make timely, rational, or even satisficing decisions. Moreover, although suggestions on how to manage these uncertainties often revolve around collaborative governance, i.e., engaging scientists, decision makers, communities, and other stakeholders in joint decision making, collaboration is often framed as a one-size-fits-all approach. I aimed to broaden the conversation about collaboration as a tool for managing uncertainty, using a 4-year ethnographic study of a collaborative process to develop the operating license for a hydropower dam in California. Numerous types of uncertainties arose during the 4 years of negotiation, and these uncertainties often interacted in messy and hard-to-predict ways. Collaboration, especially creating the process and structure to openly discuss uncertainty, was an important tool for stakeholders to handle the uncertainties that arose, but it was insufficient to address all uncertainties. By exploring the many types of uncertainty that arose during negotiations, whether and how collaboration served to address these varieties of uncertainty, and how uncertainty affected the collaborative process, I aimed to add nuance to our understanding of when and where collaboration is a helpful tool for environmental decision makers.

http://www.jstor.org/stable/26796941


**Abstract**

Understanding the performance of collaborative governance regimes (CGRs) necessitates an understanding of how stakeholders and their interactions evolve over time. However, few studies assess the evolution of the structure or process dynamics of CGRs over time. This paper contributes to our understanding of the longitudinal dynamics of CGRs. We apply a modified grounded theory approach to a dataset of collaboration case studies to develop empirically-based theory about how often CGRs persist over time, how different components of CGRs evolve over time, what conditions support or hinder this evolution, and how different developmental trajectories lead to differences in the outputs and outcomes achieved by these groups. We find that CGRs follow a variety of trajectories, from failing to initiate, to achieving their work in a relatively quick time, to sustaining their operations for decades, to incurring slow or rapid declines in health. Additionally, many characteristics of CGRs, including leadership, collaborative process, accountability, and outputs/outcomes, peak at the midpoint of the observed time, suggesting that at some point, even stable and healthy collaborations incur some decline in their robustness. As an exploratory study, this work highlights the need for a better accounting of how CGRs develop, sustain, evolve, and decline over time.

https://doi.org/10.1080/14494035.2020.1769288

**Abstract**

How do social networks differ between highly collaborative and less collaborative forms of governance? Drawing on a prior study that characterized the level of collaboration for three federal hydropower relicensing processes, we develop exponential random graph models of meeting attendance and participation networks. We find that the highly collaborative relicensing process had lower overall density and a propensity for relatively fewer and stronger interactions. Reciprocity is highest in the high-collaboration process, indicating that it is characterized by mutual interactions. In the low-collaboration process, patterns of connections between any three members of the network displayed a more unidirectional structure, suggesting asymmetrical interactions between active versus passive members of the network. By linking network structure to collaborative dynamics, this study helps elaborate potential mechanisms of successful collaboration.

https://doi.org/10.1093/jopart/muw041


**Abstract**

Social embeddedness research has suggested that a history of collaboration between rivals should facilitate cooperation and prevent conflict. In contrast, the present study explores how a history of collaboration between people who subsequently become rivals can exacerbate conflict rather than facilitate future collaboration when salient others may expect them to be antagonistic. We develop this argument for a general set of relationships in which agents who previously collaborated become rivals while representing contesting principals. These agents may be perceived by the principals they represent as having compromised loyalties. This is especially likely when the principals whom the agents represent compete intensely or have previously been in conflict. To mitigate principals’ loyalty concerns, agents engage in compensatory behaviors meant to demonstrate social and psychological distance from former collaborators and now-rivals. Paradoxically, these behaviors transform a history of collaboration into a catalyst for conflict. Our empirical analyses are based on the professional histories of more than 20,000 external legal counsel representing corporate clients in intellectual property lawsuits filed from 2000 to 2015. Results reveal that lawyers engage in uncooperative behaviors in court to distance themselves from opposing lawyers who are former collaborators. These dynamics are associated with longer, more contentious litigation and lost economic value for clients, as evidenced by an analysis of companies’ abnormal stock market returns upon the termination of a lawsuit. Our research thus sheds lights on a mechanism by which past collaboration can undermine future collaboration and carries potential implications for research on social structures and for work on the interplay of structure and evaluative dynamics.

https://doi.org/10.1177/0001839219877507


**Abstract**
In recent years, collaborative networks have been at the forefront of theoretical, empirical and practical research into local governance. Nevertheless, the managerial behaviours local managers should employ in order to improve the performance of these networks are unclear. Following scholars’ examinations of governance and the complementary relationship between government bodies and nonprofit organisations, we empirically examined – so far as we know for the first time – the relationship between local authority managerial behaviours towards nonprofit organisations, and the performance of collaborative networks. We found that above and beyond micro- and macro-level factors, the more the local authority employs inclusive governance and financial support behaviours towards the nonprofit organisation, the higher the performance of the collaborative network. In addition, the more the local authority employs monitoring-controlling behaviours, the lower the performance of the collaborative network. Theoretical and practical implications of our findings are developed in the context of local governance.

https://doi.org/10.1080/03003930.2018.1533820


Abstract

The COVID-19 pandemic is seen as the biggest crisis since World War II. What started out as a public health issue has quickly morphed into a political, economic, and societal crisis of epic proportions. Administrative capacity is a major factor in determining whether societies will emerge from this unprecedented situation with resilience and optimism or despair and disconnectedness, and whether trust in government will increase or decrease. Autonomous and competent public managers are key producers of such administrative capacity. This essay addresses those public managers, the unsung administrative heroes leading us through times of crisis from behind the scenes. Translating the state of the art in public administration literature, with a particular emphasis on publications in this journal, into accessible practitioner recommendations, it identifies three key competencies paramount to public managers in times of crisis: managing stakeholders, political masters, and collaborative networks.

https://doi.org/10.1111/puar.13245


Abstract

Collaborative governance is believed to lead to more innovative solutions to complex problems in public services. This article analyses whether this hypothesis applies in the case of decentralisation of labour market policy to regional networks of various actors in the Netherlands. We first develop a theoretical argument that integrates theories of collaborative governance with theories of innovation, distinguishing between a wide and a small option for innovation in relation to the structure, process and output/outcome of collaborative governance. Our findings show that, despite a variety of partnerships and ambitions across the regions, new and bold solutions to complex problems are scarce. In particular, wide innovation, which creates public value beyond the existing policy frameworks and services, is limited in practice. The article advances the theory by specifying barriers and conditions for network innovation in the public sector, and provides some suggestions for further research.

https://doi.org/10.1332/030557321X16123785900606

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**Abstract**

Collaboration is present throughout public administration as a means to address social issues that sit in the interorganizational domain. Yet research carried out over the last three decades has concluded that collaborations are complex, slow to produce outputs, and by no means guaranteed to deliver synergies and advantage. This article explores whether a “paradox lens” can aid the development of practice-oriented theory to help those who govern, lead, and manage collaborations in practice. It draws on a long-standing research program on collaboration and a synthesis of relevant literature on paradox and collaboration. The article develops five propositions on the application of a paradox lens that explicitly recognizes the context of collaboration as inherently paradoxical; acknowledges the limitations of mainstream theory in capturing adequately the complex nature of and tensions embedded in collaborative contexts; and uses the principles of paradox to develop practice-oriented theory on governing, leading, and managing collaborations.

https://doi.org/10.1111/puar.12683


**Abstract**

This paper explores communication and shared understanding in culturally diverse collaborations. It draws on empirical research involving a large UK organization that collaborates with many public, private and not-for-profit organizations located in many different countries across Africa, Asia, Europe and the USA. Through analysis located in a ‘culture paradox’, it proposes a multifaceted account of cultural diversity which has implications for how communication and shared understanding in culturally diverse collaborations may be understood and managed. It develops two specific management tensions pertaining to ‘developing cultural sensitivity’ and ‘designing communication processes’. These tensions explicate the complexity of culturally diverse contexts and highlight pertinent trade-offs and compromises that may enhance a collaboration’s ability to yield advantage rather than inertia.

https://doi.org/10.1080/14719037.2016.1209234


**Abstract**

This article addresses the governance of cross-sector, inter-organizational collaboration in the context of public administration and management. It conceptualizes the governance of collaborations in terms of structures and processes that enable actors to direct, coordinate and allocate resources for the collaboration as a whole and to account for its activities. It argues that the need to pay attention to considerations of “collaborative governance” and “governing collaboration” in cross-sector collaborations gives rise to a number of challenges and tensions that need to be addressed if the governance form is to be sustained and the collaboration is to yield advantage.

**Abstract**

This article addresses a “goals paradox” that suggests that both congruence and diversity in organizations’ goals influence success in collaboration. Using extensive empirical data, we develop a framework that portrays goals as an entangled, dynamic, and ambiguously hierarchical web of variously perceived, higher- and lower-level goals that can be characterized across six dimensions: level, origin, authenticity, relevance, content, and overtness. We then explore the paradox in terms of the framework and so propose a much elaborated theoretical understanding of it. This provides theoretical and practical understanding relevant to management and governance in and of collaboration.


**Abstract**

This article explores the management of cultural diversity in public and not-for-profit collaborations spanning organizational, professional and national boundaries. Through the framing of a culture paradox, it identifies three interrelated tensions pertaining to the management of cultural diversity towards collaborative advantage. These tensions address: interactions between organizations within a collaboration; interactions between individual actors and their orientation towards the collaboration and their host organization; and the quantity and extent of cultural diversity within a collaboration. The culture paradox and its inherent management tensions provide theoretical and practical conceptualizations that are relevant to management and governance of collaboration.


**Abstract**

States and municipalities have privatized services in an effort to improve their cost-effectiveness and quality. Competition provides the logical foundation for an expectation of cost savings and quality improvements, but competition does not exist in many local marketplaces—especially in the social services, where governments contract primarily with nonprofit organizations. As government increases its use of contracting, it simultaneously reduces its own public-management capacity, imperiling its ability to be a smart buyer of contracted goods and services. This article examines two questions about the privatization of social services based on interviews conducted with public and nonprofit managers in New York state: Does social services contracting exist in a competitive environment? And do county governments have enough public-management capacity to contract effectively for social services? The
findings suggest an absence of competition and public-management capacity, raising the question of why governments contract when these conditions are not met.


**Abstract**

Using agency and stewardship theories, this study examines how public administrators manage contracting relationships with nonprofit organizations. Interviews were conducted with public and nonprofit managers involved in social services contract relationships at the state and county level in New York State. The use of trust, reputation, and monitoring as well as other factors influence the manner in which contract relationships are managed. The findings suggest that the manner in which nonprofits are managed evolves over time from a principal-agent to a principal-steward relationship but with less variance than the theories would suggest. This results in part from the contextual conditions that include the type of service, lack of market competitiveness, and management capacity constraints. The intergovernmental environment in which social services are implemented and delivered presents complex challenges for public managers responsible for managing contract relationships. The findings from this study document those challenges and the corresponding management practices used with nonprofit contractors.


**Abstract**

In this article, the political environment of privatization and its impact on public management are examined in the context of the privatization of a state park in Georgia. The study specifically focuses on the actions of public managers in the privatization formulation and implementation stage. Public management capacity actually increased as a result of privatization. This is an outcome quite different from those reported by public management studies of other privatized services. Applying a principal-agent framework, this study yielded several lessons that may strengthen public managers' capacity to act as "smart buyers" of goods and services and to enforce accountability when managing contractual relationships. This study links theory to practice using a case study that allows a careful examination of the strategic responses of public managers confronted by largely political, as opposed to economic, pressures to privatize an already successful state park.


**Abstract**
Interorganizational networks are a common collaborative approach to tackle complex issues such as public health, national security, education, and poverty. While there is a consensus that networks are a viable approach to these issues, it is unclear what factors lead to effective collaborative performance. One issue for assessing performance is the lack of sufficient evaluation/assessment methods and, subsequently, of empirical data. Applying a conceptual model based in the literature, this study examines characteristics of network members and their perceptions of success in order to ascertain the degree to which members’ agreement on outcomes varies among networks and the characteristics of members of networks that report greater levels of success or of disagreement about success. This study contributes to the collaborative performance literature by analyzing an unprecedentedly large N (n = 98) dataset of interorganizational (whole) networks to test empirically the conceptual model. The results show that higher trust and greater resource contributions predicted higher levels of perceived success among members of a network. A second model, with disagreement about success as the dependent variable, more resources, and higher amounts of diversity, predicted higher levels of disagreement about success. We conclude that the literature on interorganizational networks overemphasizes the benefits of network diversity, and that diversity may, in fact, hinder perceptions of success.


Abstract

Objectives. We explored and analyzed how findings from public affairs research can inform public health research and practice, specifically in the area of interorganizational collaboration, one of the most promising practice-based approaches in the public health field. Methods. We conducted a systematic review of the public affairs literature by following a grounded theory approach. We coded 151 articles for demographics and empirical findings (n = 258). Results. Three primary findings stand out in the public affairs literature: network structure affects governance, management strategies exist for administrators, and collaboration can be linked to outcomes. These findings are linked to priorities in public health practice. Conclusions. Overall, we found that public affairs has a long and rich history of research in collaborations that offers unique organizational theory and management tools to public health practitioners.


Abstract

Established by the Administrative Conference Act in 1964, the Administrative Conference of the United States (ACUS) is an independent federal agency dedicated to improving the administrative process through consensus-driven applied research, providing nonpartisan expert advice, and adopting recommendations for the improvement of federal agency procedures. Since its inception, ACUS has made more than 200 recommendations aimed at improving agency decision making, enhancing judicial oversight of the administrative process, and making valuable statutory proposals. An ACUS recommendation adopted in December 2013 focused on highlighting tools to help agencies address (real
and perceived) legal barriers to cross-agency collaboration under the Government Performance and Results Act (GPRA) Modernization Act of 2010 and encouraging agency attorneys and other agency staff to aid such collaboration.

http://doi.wiley.com/10.1111/puar.12175


Abstract

The evolution of the New Public Management movement has increased pressure on state bureaucracies to become more responsive to citizens as clients. Without a doubt, this is an important advance in contemporary public administration, which finds itself struggling in an ultradynamic marketplace. However, together with such a welcome change in theory building and in practical culture reconstruction, modern societies still confront a growth in citizens’ passivism; they tend to favor the easy chair of the customer over the sweat and turmoil of participatory involvement. This article has two primary goals: First to establish a theoretically and empirically grounded criticism of the current state of new managerialism, which obscures the significance of citizen action and participation through overstressing the (important) idea of responsiveness. Second, the article proposes some guidelines for the future development of the discipline. This progress is toward enhanced collaboration and partnership among governance and public administration agencies, citizens, and other social players such as the media, academia, and the private and third sectors. The article concludes that, despite the fact that citizens are formal ---ownersl of the state, ownership will remain a symbolic banner for the governance and public administration---citizen relationship in a representative democracy. The alternative interaction of movement between responsiveness and collaboration is more realistic for the years ahead.


Abstract

Many people have always believed that more can be accomplished when government, business, and the general public cooperate with a common goal in mind. Unfortunately it has taken the recent manifestations of two of humankind's oldest scourges—terrorism and disease—to bring the point home. For example, the lack of collaboration among various government agencies prior to the attacks of September 11, 2001, has been found to have been of such an egregious nature that a new Homeland Security umbrella department was formed to ensure a new level of cooperation. And in China in early 2003, SARS (Severe Acute Respiratory Syndrome) was found to have spread far beyond initial reports, a discovery that led in April of that year to the unprecedented step of firing the mayor of Beijing for mishandling the situation. To handle potential future attacks and outbreaks of disease, as well as to maximize the results of collaboration when times are good, it is imperative for citizens, the private sector, and government agencies—especially at the local, regional, and state levels—to learn how, when and why they should share information, knowledge, and resources to get things done. Collaboration is the real challenge facing free democracies in the future, and the success of modern societies will hinge upon our meeting this challenge. The community level is a most promising arena in which to start and to practice many collaborative ventures. The power of citizens as individuals and within groups can be expected to increase dramatically, in line with more involvement of the media and academia. This book presents
various examples of successful collaboration and partnership for inspiration and presents atheoretical typology among such closely related concepts as integration, partnership, cooperation, coordination, and association. Current thinking in the field is rather pessimistic about the actual willingness to collaborate among all parties. This book offers a more optimistic (but also realistic) pattern of alliance that is vital for modern societies that carry the heavy burden of citizens’ growing demands and needs.

http://www.amazon.co.uk/Managing-Collaboration-Public-Administration-Governance/dp/1567205674


**Abstract**

Social learning in collaborative settings can play an important role in reducing water management problems. In this paper we analyze the nature and effects of these learning processes in an international collaborative setting. We assert that social interactions contribute to substantive and relational learning, which involves changes in the motivations, cognitions and resources of individual actors. In addition, interactions may contribute to social learning, which is the case when actors develop collective outcomes on which further collaboration can be based. We use these theoretical insights to examine a water project in which Dutch and Romanian actors collaborate. Their interactions changed their individual motivations, cognitions, and resources and led to collective outcomes. Some of the learning processes were constructive, others were not. Because the unconstructive learning by external actors was decisive, the collaboration did not establish a basis for further collaboration. The case study demonstrates that a single project can include multiple and diverse social learning processes, which may have a positive or negative effect on further collaboration. Whose learning has most impact closely relates to how resources are distributed across actors, and hence the context of a learning process. Thus, whether learning forms a basis for further collaboration depends not only on ‘how much’ actors learn but in particular on ‘who learns what.’

http://www.jstor.org/stable/26269565


**Abstract**

Networks and other collaborations are central to the public sector’s ability to respond to their diverse responsibilities, from international development and regional governance, to policy development and service provision. Great strides have been made toward understanding their formation, governance and management, but more opportunities to explore methodologies and measures is required to ensure they are properly understood. This volume showcases an array of selected research methods and analytics tools currently used by scholars and practitioners in network and collaboration research, as well as emerging styles of empirical investigation. Although it cannot attempt to capture all technical details for each one, this book provides a unique catalogue of compelling methods for researchers and practitioners, which are illustrated extensively with applications in the public and non-profit sector. By bringing together leading and upcoming scholars in network research, the book will be of enormous assistance in guiding students and scholars in public management to study collaboration and networks empirically by demonstrating the core research approaches and tools for investigating and evaluating these crucially important arrangements.

**Abstract**

The relationship between theory and practice is essential to applied sciences' such as public management. However, the current debate on this topic lacks empirical substantiation. Here I develop a methodology for the indication of how the theory–practice gap is actually addressed in a given subfield of management enquiry. I distinguish three archetypal strategies of relating theory to practice and develop several bibliometric indicators for them. Subsequently, I apply this methodology in a case study on the German public management debate from 1989 to 2005, a study based on bibliometric data of some 900 articles on public management. As will be demonstrated, in Germany, the theory-practice divide is predominantly framed as a problem of knowledge transfer between scholars and practitioners. Reflections on the institutional structures of public management in Germany make it clear why the transfer strategy is chosen, thus proving the validity of the suggested indicators.

Vrydagh, Julien, Sophie Devillers, and Min Reuchamps. (2020). The Integration of Deliberative Mini-publics in Collaborative Governance Through the Perspectives of Citizens and Stakeholders: The Case of the Education Reform in French-speaking Belgium. *Representation*, 0(0), 1–22.

**Abstract**

The integration of deliberative democracy within larger schemes of policy-making of collaborative governance is a key challenge. Such integration potentially means changes in the role and in the power relationships between the actors of collaborative governance. Indeed, it brings in citizens – who were traditionally not formally involved – along with stakeholders – who were traditionally involved. Through the case of a large-scale education reform in the French-Speaking Community of Belgium, this paper seeks to explore how these actors react to the use of deliberative mini-publics and regard their legitimacy.


**Abstract**

The literature suggests that collaborative governance efforts typically face three types of challenges: substantive problem-solving challenges, collaborative process challenges and multi-relational accountability challenges. In this article, we investigate how these challenges manifest themselves in practice and explore potential ways in which collaborators can deal with them. To do so, we studied eight multi-agency crime-fighting collaborations in the Netherlands using a quasi-experimental action-research approach. We found that the challenges present collaborations with a set of paradoxical demands. Collaborations that were able to make progress transcended the paradoxes by adopting a ‘both/and’ rather
than an ‘either/or’ mindset. Our findings contribute to knowledge about designing effective multi-agency collaborations.

https://doi.org/10.1080/14719037.2019.1599056


**Abstract**

The crisis of competitiveness in U.S. industry highlights the fact that many modern organizations can survive only by cooperating with each other. Japan’s economic success is largely premised on the cooperative interaction of different institutions. In the United States, some businesses have also recognized their interdependence with other social institutions and are seeking out partnerships to achieve common goals.

https://www.proquest.com/openview/80e38f357bd266ec81a5a6f983414444/1?pq-origsite=gscholar&cbl=26142


**Abstract**

This is the story of a grassroots farmworker advocacy group, which, through perseverance and ingenuity, forged an improbable alliance of tomato buyers, growers, and farmworkers, bringing life-changing benefits to Florida’s tomato pickers. Wang uses this example to illuminate the power of collaboration.


**Abstract**

One of the first collections of empirical studies on the international experience with public–private partnerships (PPPs), The Challenge of Public–Private Partnerships: Learning from International Experience raises several crucial issues that challenge the effectiveness of PPPs. It does a good job of organizing scattered research on a complicated topic, examining partnerships in historical, political, and economic contexts, and pointing out major defects in previous studies. The editors have assembled an all-star cast of contributors to accomplish three major goals relating to PPPs: to reexamine the huge range of definitions, to review the international experience and learn from the outcomes, and to call for more careful and balanced assessment.


Abstract

This article details the development and implementation of the Federal Emergency Management Agency (FEMA) Corps program, a federal interagency partnership. While many federal agencies partner through fee-for-service arrangements and contracts, few contemporary examples of interagency program creation and implementation are available. This article develops an interagency collaboration framework by drawing from the collaboration literature, as well as literature on institutions, to examine the development of this unique partnership. This research draws on key informant interviews and content analysis of documentation, including the interagency agreement (IAA), historical records, memos, meeting minutes, and participant observations. Findings suggest that even in formal IAAs, a strong history of informal institutional collaboration may be an important antecedent of forming and implementing collaborative arrangements. Similarly, the presence of a champion may play an important role in cultivating and developing both informal and formal institutions that create an opportunity to collaborate. Finally, the rules-in-use and the rules-in-form may vary at different levels of management. As the federal government increasingly employs interagency partnerships, this article provides lessons for developing relationships, identifying and understanding roles, crossing organizational boundaries, and merging both agency cultures and administrative processes.

https://doi.org/10.1177/0275074017745354


Abstract

Collaboration is a necessary foundation for dealing with both natural and technological hazards and disasters and the consequences of terrorism. This analysis describes the structure of the American emergency management system, the charts development of the Federal Emergency Management Agency, and identifies conflicts arising from the creation of the Department of Homeland Security and the attempt to impose a command and control system on a very collaborative organizational culture in a very collaborative sociopolitical and legal context. The importance of collaboration is stressed, and recommendations are offered on how to improve the amount and value of collaborative activities. New leadership strategies are recommended that derive their power from effective strategies and the transformational power of a compelling vision, rather than from hierarchy, rank, or standard operating procedures.

http://www.ingentaconnect.com/content/bpl/puar/2006/00000066/A00101s1/art00014?crawler=true


Abstract

This paper presents a theory of the role of culture in collaborative policy networks. It builds on the literature that analyzes the factors related to the formation, maintenance, and dissolution of collaborative arrangements by demonstrating the importance of hitherto undertheorized cultural factors. Cultural theory indicates that actors with different cultural viewpoints have distinct and predictable biases in terms of their expectations of collaboration and their preferences concerning how collaborative policy networks are structured. These biases, in turn, shape how collaborative partners are chosen and how collaborative
relationships are maintained over time. The theory is illustrated with a case study of the rise and dissolution of a coalition within a housing policy network in Los Angeles. The case illustrates that cultural differences can impede collaboration even when organizations share similar policy goals.


Abstract

Current theories of community-based collaborative governance arrangements rely on the presence (or absence) of certain antecedent community conditions as well as incentives for institutional change deriving from the sociopolitical and economic environment. The combination of antecedent conditions and incentives is helpful in understanding why collaboratives emerge and succeed in —easy cases (strong incentives, conducive antecedent conditions). Yet the combination is of little help in understanding the institutional change puzzle for collaboratives in —tough cases (strong incentives, poor antecedent conditions). Examination of a —tough case in the Blackfoot watershed (Montana), which eventually blossomed into a successful collaborative, shows the importance of a particular set of new ideas, or shared norms, around which participants coalesced. These new ideas for understanding public problems, the community itself, and the relationships among stakeholders, became a broad conceptual framework for guiding stakeholder interaction as they attempted to manage the many public problems facing the watershed.


Abstract

The study of managers in collaborative efforts continues to progress. In this article, the authors investigate the efforts by managers to build and maintain collaborative processes to address complex public problems that vary by policy area (emergency management, environmental regulation, and community renewal), focus on different dimensions of the problem, are prompted by different forms of system breakdown, and generate different collaborative responses. This study investigates whether there are essential characteristics of collaborative capacity building that cut across these three cases, and it is found that the key managers in each case build collaborative problem-solving capacity by adopting a common approach comprising the same six practices.

https://journals.sagepub.com/doi/pdf/10.1177/0095399708320181?casa_token=AQM1LPjIlWgAAAAA:EHE2ovsN4KbaQn6GtlZgv75ZYR-7U6RK-w5BNFQcXfEiFY9jU_BqGDSntY1uNmfqQrFiC3FiFR


Abstract
Networks have assumed a place of prominence in the literature on public and private governing structures. The many positive attributes of networks are often featured—the capacity to solve problems, govern shared resources, create learning opportunities, and address shared goals—and a literature focused on the challenges networks pose for managers seeking to realize these network attributes is developing. The authors share an interest in understanding the potential of networks to govern complex public, or “wicked,” problems. A fundamental challenge to effectively managing any public problem in a networked setting is the transfer, receipt and integration of knowledge across participants. When knowledge is viewed pragmatically, the challenge is particularly acute. This perspective, the authors argue, presents a challenge to the network literature to consider the mind-set of the managers—or collaborative capacity-builders—who are working to achieve solutions to wicked problems. This mind-set guides network managers as they apply their skills, strategies, and tools in order to foster the transfer, receipt, and integration of knowledge across the network and, ultimately, to build long-term collaborative problem-solving capacity.

https://www.jstor.org/stable/25145606


Abstract

Collaborative capacity is central to long-term problem-solving success and poses a challenge for public management scholars—How does one measure collaborative capacity? The authors treat collaborative capacity as an outcome and develop a multidimensional collaborative capacity assessment framework that measures whether capacity is enhanced, stays the same, or is diminished. The framework is applied to two collaborations involving endangered species in the United States. Although traditional measures of compliance show little difference, the full framework finds a stark contrast in long-term problem-solving capacity. One case evinces high overall capacity, whereas the second case registers low, even diminished, capacity.

https://journals.sagepub.com/doi/10.1177/0095399706297213


Abstract

This article reports progress on developing a theory of public participation that may prove useful to administrative bodies. The authors review a theory of public participation based on Haberma’s theory of communicative action and then reconsider the theory in light of a case study. Participants of a forest policy-making process reported their perceptions of a good process, and the authors used grounded theory methodology to induce criteria of good process. By contrasting the case study results with the theoretical criteria, insights are left into the strengths and shortcomings of the theory.

https://journals.sagepub.com/doi/10.1177/00953990022019588


Abstract
In discussing some of the core claims of collaborative innovation, this article uses the notion of ‘blind spots’ in a double meaning. On the one hand, it points at some blind spots in the debate on collaborative innovation, i.e. potential weaknesses, risks, and unintended effects of public sector innovation strategies resting on principles of collaborative innovation. Second, the paper considers collaborative innovation as a counter-strategy against blind spots and attention biases of public organizations. Drawing on this perspective helps to critically discuss some of the key assumptions supporting the promise of collaborative innovation to deliver benefits critical for public governance.

https://doi.org/10.1080/14719037.2018.1433311


Abstract

Why people collaborate to achieve their political objectives is one enduring question in public policy. Although studies have explored this question in low-intensity policy conflicts, a few have examined collaboration in high-intensity policy conflicts. This study asks two questions: What are the rationales motivating policy actors to collaborate with each other in high-intensity policy conflicts? What policy actor attributes are associated with these rationales? This study uses questionnaire data collected in 2013 and 2014 of policy actors from New York, Colorado and Texas who are actively involved with hydraulic fracturing policy debates. The results show that professional competence is the most important rationale for collaborating, whereas shared beliefs are moderately important, and financial resources are not important. Policy actor attributes that are associated with different rationales include organisational affiliation and extreme policy positions. This article concludes with a discussion on advancing theoretical explanations of collaboration in high-intensity policy conflicts.

https://doi.org/10.1017/S0143814X16000301


Abstract

The rationale for collaborative environmental management often hinges on two factors: first, specialized training creates biased analytics that require multidisciplinary approaches to solve policy problems; second, normative beliefs among competing actors must be included in policy making to give the process legitimacy and to decide trans-scientific problems. These two factors are tested as drivers of conflict in an analysis of 76 watershed partnerships. The authors find that analytical bias is a secondary factor to normative beliefs; that depicting the primary driver of conflict in collaborative environmental management as between experts and nonexperts is inaccurate; that compared to the —life and —physical sciences, the social sciences and liberal arts have a stronger impact on beliefs and choice of allies and opponents; and that multiple measures are needed to capture the effect of analytical biases. The essay offers lessons for public administrators and highlights the limitations and generalizations of other governing approaches.

Abstract

A persistent and increasing governance challenge has appeared in the last several decades in mature democracies at all levels from national to local that stems from declining trust levels in government by citizens. This lack of trust leads to multiple policy implementation problems for governments, city and regional local governments alike, especially those facing complex sustainability issues - wicked problems. A process known as deliberative collaborative governance that enables more meaningful public participation in issues that matter, with greater decision-making transparency, accountability and perceived legitimacy, has been demonstrably effective in helping to redress the governance gap. National and international examples of deliberative collaborative governance over the last two decades illustrate the potential of this method to close the governance gap. A four year action research case study in a regional town in Western Australia is used to illustrate how deliberative collaborative governance has positively affected the implementation of local government policy and operations including their responses to wicked problems, and reduced the governance gap.

https://search.informit.org/doi/abs/10.3316/INFORMIT.243499798817889

Abstract

While collaboration among individuals, work groups, and organizations is central for understanding the performance of public agencies, most studies have focused on collaboration between organizations or sectors. We develop a model that focuses on two types of collaborative behavior: between persons (both horizontal and vertical) and between work units. We empirically test our hypotheses using data on work collaboration and perceptions of public agency performance from the United States federal government. We introduce a method for estimating the impact of different types of collaborative behavior that also accounts for nonlinear effects and a dependent variable that takes ordered values. We find that intra-organizational collaborative behavior has a large impact on organizational performance and that horizontal collaborative behavior between workers has the greatest impact among the specific types.

https://www.tandfonline.com/doi/abs/10.1080/10967494.2010.529378

Abstract

Collaboration researchers have identified participant attitudes as a key antecedent of effective collaboration. While different individuals with different backgrounds representing different organizations are likely to form different attitudes regarding collaborative arrangements, successful collaboration is predicated upon at least a minimum level of attitudinal convergence. Unfortunately, little theory exists to predict where and to what extent collaborative participants will experience diverging and converging
attitudes. By exploring participant attitudes in a specific policy area—public education—we extend the extant evidence that participant attitudes toward collaboration can vary widely. We employed a mixed-methods survey (N = 435) of local government and school district officials representing 182 local governments and 96 school districts, respectively, in the state of Georgia. Based on these data, we provide a descriptive study of the extent to which likely collaborators experience a convergence (or divergence) of attitudes across several dimensions: the felt pressures to collaborate, the perceived importance of collaboration, the most needed areas of collaboration, the easiest areas of collaboration, and the perceived barriers to collaboration. Based on the descriptive study, we raise several practical and scholarly implications, including the theoretical potential of proximity as a way to understand attitudinal convergence and divergence across potential collaborators.

https://doi.org/10.1080/15309576.2020.1835677


Abstract

Drawing on an analysis of 112 watchdog reports that addressed collaboration, this paper concludes that governance issues make up a large proportion of all issues identified. Less commonly found were specific references to capacity and information management as important elements for effective collaboration. The evidence from watchdog reports confirms that collaboration remains very problematic for the public sector. Moreover, it is not evident that the wider public sector is drawing on this evidence extensively to learn and improve.

https://doi.org/10.1080/09540962.2017.1282249


Abstract

Collaborative networks in the public and non-profit sector face challenges that are typical for their institutional context. The typical characteristics that might impede the functioning of networks and, in particular, the development of trust and network effectiveness, are related to type of instigation, network flexibility, and power in the form of unbalanced influence and the vertical character of networks. In a sample of 52 networks, the effects of network flexibility, mandatory and vertical networks, and influence on trust and network effectiveness were studied. Findings indicated that particularly flexibility in networks was important and that cognition-based trust played a central role in obtaining effective networks.

https://doi.org/10.1080/14719037.2012.744426


Abstract
In September 2015, the United Nations launched the Sustainable Development Goals as the global development agenda. Since then, many companies have endorsed the goals. However, research has yet to address the emergent interorganizational processes that led to corporate endorsement of the goals. In this article, we address the question: What were the emergent interorganizational processes over time and space that led to corporate endorsement of the Sustainable Development Goals? To answer this question, we draw on a longitudinal ethnographic study of the World Business Council for Sustainable Development from 2008 to 2018 and other sources of qualitative data. Our main discovery is that member companies’ endorsement of the Sustainable Development Goals was the result of emergent and unforeseen interorganizational dynamics between two initially separate collaborations. We find three common antecedents (organizational convening capabilities, existing visions for global sustainability, and overlapping professional networks) and three triggering mechanisms (cross-fertilization by a science-based boundary object, embrace of disequilibrium, and boundary spanning work) to explain member companies’ endorsement of the goals. We show how the amalgamation of these three triggering mechanisms over time and space drove rare interorganizational dynamics that led to business endorsement of the Sustainable Development Goals.

https://doi.org/10.5465/amd.2018.0154


Abstract

Collaborative working is an established feature of the public, business and third sector environments, but its effectiveness can be hampered by complex structural and personal variants. This original book explores the influence of agency through the role of individual actors in collaborative working processes, known as boundary spanners. It examines the different aspects of the boundary spanner’s role and discusses the skills, abilities, and experience that are necessary. It will be of interest to academics, researchers and students interested in this field of study, and provides learning for policy makers and practitioners active in the fields of collaboration.

https://www.jstor.org/stable/j.ctt1t89g31


Abstract

This article is the summary of a symposium on what can be learned from the Boston Marathon bombing. The symposium gives the opportunity to reflect on lessons learned since 9/11, build on the network and collaboration literatures, and consider remaining gaps to be addressed. The Boston case highlights the complexity of crisis management today, which alohas significant implications for understanding interagency communication and coordination, measuring success, and training public administrators.

http://www.jstor.org/stable/24029492

Abstract

The United States arguably faces the most serious disaster it has faced since World War II: the COVID-19 pandemic. The pandemic itself has created further cascading economic, financial, and social crises. To date, approximately 114,000 Americans have died and approximately 2,000,000 (as of this writing) have become infected. American emergency planning and response, including for pandemics, begins at the local (city, town, and county) level, close to the individuals and communities most impacted. During crises like COVID-19, natural and other disasters, best practices include “whole of government” and “whole community” approaches, involving all parts of the government, community organizations, institutions, and businesses, with representation from diverse individual community stakeholders. Local emergency management and public health agencies are at the heart of emergency planning and response and thus warrant further examination. While collaboration between the two is recognized as a best practice, in reality there appear to be silos and gaps. This Commentary describes the American emergency planning system and the roles of local emergency management and public health departments. Closer examination illuminates similarities and differences in practitioner demographics, professional competencies, organizational goals, and culture. The Commentary reviews the limited research and observations of collaboration efforts and suggests areas for integrating the two practice areas in future research, education, professional training, and practice. Breaking down the silos will strengthen local emergency and public health preparedness planning and response, ultimately leading to stronger community health, well-being, resilience, and more efficient local administration.

https://doi.org/10.1177/0275074020943706


Abstract

The paper analyzes Malaysia’s experience in crime control. It offers insights on how a whole-of-government perspective, underpinned by a dynamic outcome-based performance management system, or DPM, supports governments in bringing about progress in crime reduction. Although not exhaustive of all factors contributing to crime control, the paper argues that DPM can make collaboration in designing and implementing policies for crime control more effective, by enabling policy-makers frame causal links between strategic resources, performance drivers and outcomes. The feedback-loops underlying the crime-control system’s behavior should be governed in a way that enables policy-makers to build up a substantial and consistent endowment of strategic resources to affect sustainable outcomes. The deployment of these resources should help achieve—by affecting performance drivers, outputs, and intermediate outcomes—the ultimate outcome in crime control, namely, public perception of safety. The DPM approach applied to collaborative governance in crime control also suggests that policy-makers should build up and deploy strategic resources (most of which are intangible), such as political and administrative commitment, citizen participation, span of accountability, leadership, transparency, and trust. The mode of implementation can also influence success in crime control. Accordingly, a blend of top-down and bottom-up implementation and a culture of collaboration should also expedite crime reduction.

https://doi.org/10.1007/s10997-019-09486-w

Abstract

This paper seeks to provide an integrated theoretical framework for public-private partnership (PPPs) via the incorporation of network and collaboration perspectives, the examination of past empirical research in PPPs, and the findings in research conducted on PPPs. The authors argue that this integrated framework can contribute to the literature on PPPs and lead to a deeper understanding of the concepts involved. Applying the framework, the case study of Alabama PPPs in area of social and human services confirms some of the empirical findings from other research but also exhibits a certain variation.

https://www.jstor.org/stable/41804548


Abstract

Although various actors participate in modern environmental and social governance, the types and mechanisms of the participation and collaboration of these actors have received little scholarly attention, especially in a society influenced by strict government policies. Based on a case study of 12 field sites and a systematic review of an additional 16 sites reported in the literature on desertification control in northern China, this study identified four types of collaboration and determined Type I (Strong Government with Strong Nongovernmental Participants) to be the best for desertification control performance, Type IV (Weak Government with Weak Nongovernmental Participants) to be the worst, and Type II (Strong Government with Weak Nongovernmental Participants) and Type III (Weak Government with Strong Nongovernmental Participants) to be tied for second place. This study also proposed eight principles for effective collaboration that addressed (1) the effective participation of multiple actors with enough support resources; (2) open and democratic forums for multiple-actor collaboration; (3) targeted, organized, systematic, and persistent collaborative activities; (4) effective mechanisms for discussion, communication, and shared learning; (5) effective trust-building mechanisms; (6) effective mechanisms of realization and increase of potential gains and fair distribution of benefits; (7) effective conflict resolution mechanisms; and (8) experiment-extension governance methods.

https://doi.org/10.1080/10967494.2016.1141812


Abstract

This study examines the different mechanisms through which network configurations explain organizations’ influence reputation in a collaborative disaster response network. Using network data collected from public and non-profit organizations who participated in the disaster response of 2016 Jiangsu Tornado, the study finds that organizations’ influence reputation is explained both by how well organizations are connected in the network (connectivity degree), and with whom they are connected (composition of ego networks). Evidence from two types of network ties (communication and coordination) in the disaster response highlights the different effects of network configurations associated with different levels of network activities.

**Abstract**

To date, there is limited empirical research in public management literature exploring the consequences of professional associations and their impacts on inter-governmental relationships. Drawing on network perspectives and recent managerial networking literature, this study aims to bridge the gap of literature in professional associations by examining the case of Los Angeles County Management Council (LACMC) and how informal networking facilitates inter-governmental collaboration in local governments. Results from the analysis highlight the role of informal networking through professional associations in building relational comfort, promoting social learning, building a global perspective, promoting system awareness, establishing professional contacts, and providing open opportunities and serendipities, which are perceived to lead to improved inter-governmental collaboration. These findings point to the importance to further understand the distinctiveness of informal networking and the role of professional associations in public administration.


**Abstract**

This research investigates why various mechanisms of cooperation among local authorities are chosen using the theoretical lens of institutional collective action (ICA). The article analyzes 564 local collaboration agreements drawn from four urban regions of China to explain the choices of environmental collaboration agreements among cities. Examples of three forms of interlocal agreements—informal, formal, and imposed agreements—are analyzed. Ordinal logistic regressions are estimated to test which factors predicted by the ICA framework influence the form of collaboration selected. The results indicate that the involvement of national or provincial government, the number of policy actors involved, heterogeneity of economic conditions, and differences in administrative level among the actors involved influence how collaboration agreements are structured. Examining the choice of agreement type contributes to the understanding of interlocal collaboration and provides practical insights for public managers to structure interlocal collaboration.


**Abstract**

Collaborative governance has been promoted for decades as a means to tackle complex water management problems worldwide. Yet, watershed based efforts often lack interdependent consequences.
that can motivate participation, given upstream–downstream asymmetries. Additionally, watershed collaborations often have limited legal authority to take action, which can be due to political conflicts. While local governments often participate in collaborations, few studies have examined their motivations or how local governments could use existing legal authority to enact projects or change policies. This paper focuses on four cases in Iowa, USA, where local governments self-organized to form watershed management authorities and undertake collaborative planning and management. We conduct a qualitative study to examine why local governments participate in collaborative governance and how they use their existing legal authorities. We found that local governments participated primarily to leverage external funding opportunities, while the advantage of multijurisdictional collaboration to reduce flooding and water quality was important but secondary. Using legal authorities to form agreements occurred in two cases to address flooding, but in all four cases collaboratives largely avoided water quality because of political tensions. We discuss the implications for how local governments might address the challenges of generating commitments and issues of legitimacy to act.

https://doi.org/10.1111/psj.12389


Abstract

The influences of state government have been curiously absent from most studies of collaboration among cities. Extant research on city collaboration which promotes on climate and environmental sustainability issues focuses primarily on local-level institutions, politics, and processes. Thus, the role of states to constrain or facilitate collaboration among local governments needs to be more fully accounted for. Building on transaction cost and institutional collective action theory and drawing on data from a national survey of US cities, we investigate the influences of city-level factors together with the hierarchical effects of state rules and policies on the extent to which mechanisms for interlocal collaboration are employed in pursuing climate protection and renewable energy development goals. The results confirm predictions that multilevel intergovernmental forces influence the extent to which cities collaborate. These results have both theoretical and practical implications for understanding interlocal collaborations.

https://doi.org/10.1080/03003930.2019.1615464


Abstract

Governance structures such as the American system of federalism create the incentive structure and framework for collaboration between local governments. This interlocal collaboration is crucial to helping governments deal with contemporary issues such as energy efficiency and climate policy where collective action can solve problems more successfully. The goal of this study is to examine how external rules such as federal grant regulations and the current scope of interlocal collaboration affect the choice of interlocal collaboration over time. We do this in the context of energy efficiency and climate policy using the Energy Efficiency and Conservation Block Grant Program.

https://doi.org/10.1111/ropr.12403

**Abstract**

Planned change and learning are often presented as necessary and beneficial organizational activities, especially during times of environmental flux. Although change can be imposed as a diktat from above, the literature often suggests that employees and others should become involved in such change. Thus, the organization is faced with questions about obligations to involve employees, clients, customers, and citizens in such change. This study examines how various moral schemata treat moral claims to participation. Although there is no clear answer to the question of the moral obligations of the organization with respect to engaging participation in planned change, these schemata do alert organizational leaders to the moral complexities surrounding participation.


**Abstract**

Do interlocal contracts for police service seek and achieve collaborative efficiency? This research builds upon recent discussions of collaborative efficiency, including the rationale for, and consequences of, efficiency-seeking reforms in the public sector. Evaluating the experience of cities in California between 2001 and 2010, the investigation shows some cities seek budget savings through interlocal contracts, but others turn to this mechanism due to various forms of ex-ante interdependence. Through analysis of the organizational interdependence associated with interlocal contracting, this case provides evidence that interlocal contracts for police service can yield cost savings, but collaborative efficiency is not guaranteed.

[https://doi.org/10.1080/14719037.2018.1538424](https://doi.org/10.1080/14719037.2018.1538424)


**Abstract**

From the perspective of co-production, this article examines how Chinese citizens and governments worked together in fighting against COVID-19 in a health emergency context. Based on observations, as well as analyses of policy documents and self-organization cases, this article shows that Chinese citizens and governments collaborated through three different channels in fighting against the virus, but different channels produced different results. First, through residential committees, Chinese governments successfully mobilized most citizens to comply with stay-at-home orders, contact traced and isolated suspected cases through existing networks within the communities. Second, as a formal channel for state–society interaction during the crisis, government-organized nongovernmental organizations (NGOs) failed in bridging demands of the health system and contributions from citizens. Third, self-organizations emerged as a key informal channel for citizens to fight against the virus. The experiences and lessons learned in this citizen–government collaboration in combating the virus may offer some implications for other settings.