Collaboration for Change
Transformative Innovations for Governance

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“It is increasingly being recognized that governance is more than government, and that civil society and the private sector are not just “customers” of public services or stakeholders, but that they can and should be agents of change who can actively be part of the solution by working together in a constructive manner with their governments to solve local and national challenges.”

2013 UN Public Service Forum Aide Memoire
Introduction

In this workshop we will discuss:

1. Paradigm Shift about the role of sectors
2. The Umbrella of Governance
3. Challenges and Opportunities (Short Break)
4. The Role of Leadership by examining “Leadership”
5. Select Case Studies to apply principles discussed
Introduction

Cross Sectoral Collaboration

Never before have we seen all THREE sectors (Private-Public-NFP/CSO/NGO) so interdependent and predisposed; creating unprecedented opportunities for intersectoral relationships in delivering important government functions, public goods or infrastructures and to solve socioeconomic problems.
History

Traditional public administration theory began with a focus on the science of administration, or the “best way” to do things. Taylor, Frederick Winslow. 1911. The Principles of Scientific Management.

The hierarchical order, concentration of power in senior officials, formal structures, strict roles and regulations, limited channels of communication, and confined openness to creativity, innovation, and change. Weber, Max. 1947. The Theory of Social and Economic Organization.
History

The strict hierarchy of positions and duties and vertical flow of communication assures accountability within the chain of command.

This strict chain of command is enforced by often harsh sanctions and restrictions imposed by supervisory individuals.

This makes public administration naturally authoritarian.
This authoritarian state may perform well depending on the vision and mission of the authority. Not all authority is bad as a rule.

Authority is predictable, orderly, and can be efficient and fair.

However, authority in the hands of the wrong authoritarian may also conflict directly with a representative democracy. Values associated with democracy often clash with values of bureaucracy.
History-Present

In bureaucratic agencies, the responsiveness—defined as the speed and accuracy of a service provider’s response to a request for action or information of agencies and institutions—can often be slow, which increases distrust and cynicism among citizens.
History-Present

Interorganizational or intersectoral theory development started in the 1960s and 1970s in the United States. Services that were previously provided by hierarchical federal government organizations were beginning to be transferred to states, localities and community organizations. (i.e. Health and Human Services)

Public administration scholars and managers seek to stimulate collaboration between citizens and administrators in an effort to improve responsiveness, improve efficiency and effectiveness, and improve quality of life. (New Media, Social Media; There is an APP)
Present

Engaged Governance Model (Use of New Media)

Encourage the interorganizational networks of state and non state sectors jointly involved in solving policy, administration and socioeconomic problems.

“Collaborative Governance?”
Present

“Collaborative Governance”

A governing arrangement where one or more public agencies [among themselves; contracting model] or directly engaging non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets.

Cross-sectoral arrangements to address public policy and administration problems that cannot be easily [or efficiently] addressed by a single organization

Chris Ansell and Alison Gash 2008
Collaboration

Collaboration-intersectoral collaboration specifically-present a new way to organize over traditional hierarchical organizations (Government-Public Administration).

Groups practicing intersectoral collaboration work to redistribute power and control from a central authority to many vested individuals and groups. This sharing of power leads to INNOVATION, cooperation, coordination and partnership on a higher level than is possible in a typical hierarchical (bureaucratic) system.

These collaborations address issues as diverse as HIV/AIDS, labor standards, obesity, corruption, delivery of public services from education, water, planning, engineering, trash hauling, development and construction of public infrastructures.
The New Umbrella of Governance

Not For Profit
Civil Society
Organizations
Non Governmental
Organizations

Private Sector

Public Sector

In Theory and Practice-Promoting Collaboration for Change
Opportunities

- A new role of the Government (rely more on the other sectors)
- Growing importance of the private sector in social environments (Social Responsibility-The Starbucks effect-Fair trade-$3 Cup of Coffee)
- Expansion of the roles of Not For Profit, Civil Society Organizations (CSO’s) and Non-Governmental Organizations (NGO’s) in public spaces (RED).

Private sector in social environments: The Starbucks effect-New Consumer-Value of intangible assets-Effect of Media (social, digital and print)-Amplification of Image

Not For Profit/CSO/NGO: Sustainable Models: (RED)
Cases

Public Administration: Contract Cities-Rolling Hills Estates
- Contracting for Police, Fire and Public Works
- Engineering, Trash, Street Sweeping
http://www.ci.rolling-hills-estates.ca.us

Public Policy: Young Adult Homelessness and Housing: Vicinitas Hall, NY
- Collaboration between NYS, NYC, and
(68 Unit Studio Apartments in Bronx)
(Special needs adults aged out of foster care)
http://www.lanterngroup.org/properties/building/vicinitas-hall

Public Policy & Administration: City Heights, San Diego
- Collaboration between Government, Not for profit, and Private Sector
(Holistic approach to building a community)
Addressing: Economic Development, Education, Crime, Health, Housing
http://www.pricecharities.com/City-Heights-Initiative
Challenges

- Understanding Collaboration
- Capacity Building
- Development
- Leadership
Actions

Promote understanding of collaborative governance

= Good Governance
Conditions

- Incentives to Participate in Collaboration
- Social Capital (prior history)
- Facilitative Leadership (trust, integration, win/win)
- Institutional Design (clear rules, transparency, inclusiveness)
Public Sector’s Challenge

- Establish policy predictability, stability and continuity
- Ongoing DE-bureaucratization of the state
- Improve quality of public expenditures (eliminate waste)
- Improve Social insurance-safety net
- Fair and balanced tax policy
- Promote investment and employment
- Create legal (form) framework for easy adaptation and implementation (Education Code 17406-Lease Lease back or PPP statutes)
- Act deliberately, boldly: Leadership
Private Sector’s Challenge

- Develop an understanding of the other sector(s) (motivation/intention-public vs. private goods)
- Business with a “heart” (not charity but good business)
  CSR - Corporate Social Responsibility (Starbucks fair trade)
- Priorities: Customer, Employees and Shareholders (Costco)
- Resist dominance; it is short sighted (long term view-marriage)
- Learn to Lead Responsibly-Leadership
NFP/CSO/NGO’s Challenge

- Clear mission
- Narrow focus taking reasonable risks
- Implement efficiencies
- Stewardship of investments (financial and social return)
- Leadership
Necessities

- Legal space necessary for operations
- Efficiencies in policy implementation
  http://karnataka.gov1.in/sakala-services
- Increase human capital by building capacity
- Improve financial resources and management
Success

Collaboration, however, requires more than just working together. There needs to be a “commitment to shared resources, power, and talent” with no single individual or organization’s point of view dominating. (Sport metaphors - Team work)

We must look to assess success of the collaborative efforts on a regular and methodic basis.

Success defined as efficiency, quality, price and delivery.
Analysis

More specifically, there are certain elements of collaborative efforts that have been shown to be more effective:

- a common mission
- interdependence of resources
- the use of facilitative leadership among equal partners, and
- the ability to respond to change

Local First Program

http://www.palosverdeschamber.com/site/dinelocalfirstforlocalidays.aspx
Conclusions

With time, trust and interdependence, we may

- Avoid the high cost of adversarial policy making
- Restore rationality and efficiency to public management
- Expand democratic participation
- Solve complicated problems quickly
- Learn collectively
More Cases and Recommended Readings

- Education: http://www.greendot.org
- PPP-Transportation: http://www.fhwa.dot.gov/ipd/project_profiles/co_eagle_project.htm


Zadek (2008) Global Collaborative Governance: There is no Alternative

Thank you!

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