



HARVARD Kennedy School
JOHN F. KENNEDY SCHOOL OF GOVERNMENT



COLLABORATIVE GOVERNANCE:

Private Roles for Public Goals

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Chilean Society for Public Policy

January 19, 2012

Presentation drawn from...



*Collaborative Governance:
Private Roles for Public Goals in
Turbulent Times*

Princeton University Press, 2011

Overview

- ▣ Definitions and distinctions
 - Spectrum of public private delivery models
 - The allocation of discretion
- ▣ Pluses and minuses
- ▣ Analytical and management imperatives
- ▣ United States
- ▣ Also Chile and China

Historical Context

Past half century

- ▣ Shift toward complicated public missions that invite or require private engagement
- ▣ Relative erosion in governmental capacity
 - Financial and (especially)
 - High-skill personnel
 - Trust in government
- ▣ Maturation of institutional and technological infrastructure

Diffusion of Authority

For-Profit

Public

Non-Profit

Supranational

Trans-National Corporations

Inter-Governmental
Organizations

Non-Governmental
Organizations

National

National Corporations

↖ ↑ ↗
← 20th Century Model →
x↙ ↓ ↘

National Non-Profits

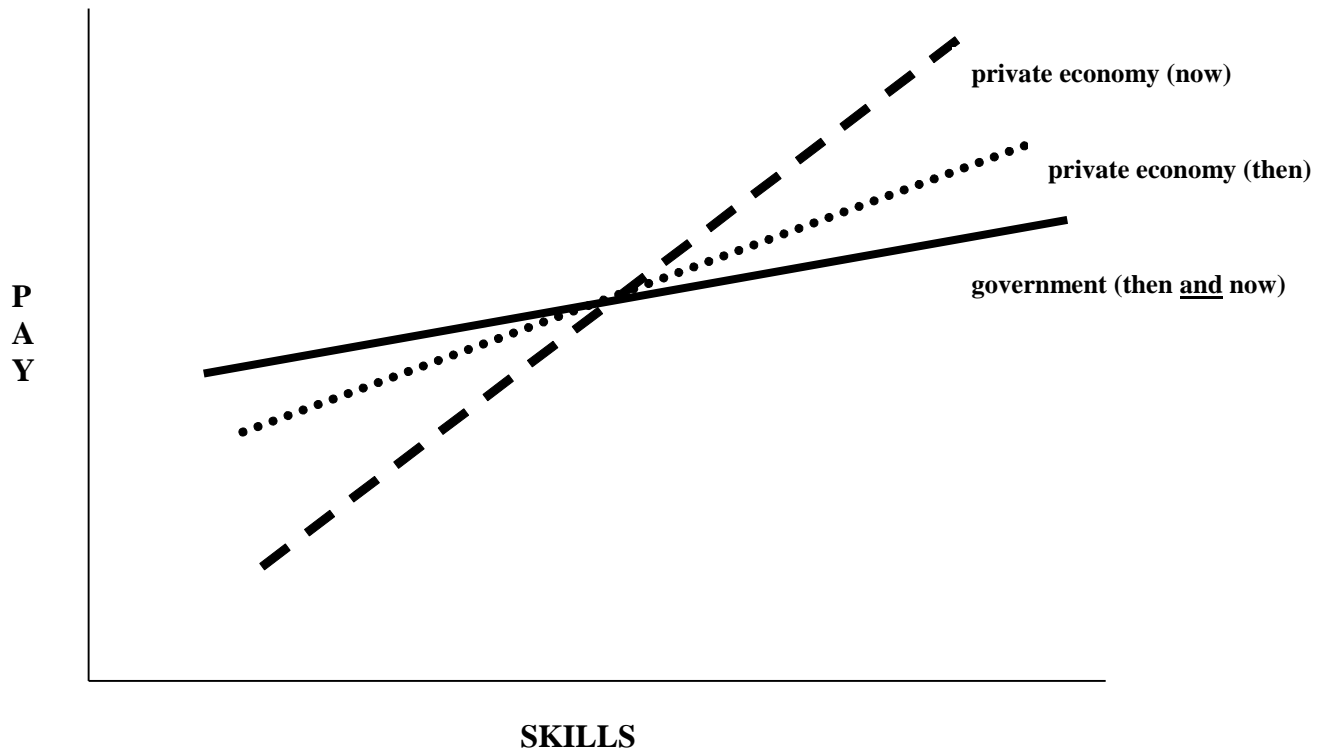
Subnational

Local Businesses

State/Local Government

Local Groups

Public-Private Compensation Gaps Warp Government Work



Emerging 21st-Century Model

- ▣ Erosion of central nation-state preeminence
- ▣ Broad shift from direct to mediated governmental action
- ▣ Greater roles for private agents (both for-profit and not-for-profit)
- ▣ Chronic talent shortage in public sector

Enlarged Role for Private Agents

- ▣ Relative to Mid-20th Century Model
- ▣ Return towards Historical Norm
 - Roman Tax Administration
 - Mercenaries
 - Lewis and Clark Expedition
 - British East India Company, and other hybrids



Generic Rationales for Delegating Public Responsibilities to Private Agents

- ▣ Resources
- ▣ Productivity
- ▣ Information
- ▣ Legitimacy

Generic Risks of Delegating Public Responsibilities to Private Agents

- ▣ Diluted Control
- ▣ Financial Exploitation
- ▣ Distorted Public Agenda
- ▣ Reputation Vulnerability
- ▣ Diminished Capacity

Allocation of Discretion

- ▣ Government predominates = Outsourcing, other contractual or quasi-contractual relationships
- ▣ Private sector predominates = Philanthropy, Voluntarism, Corporate Social Responsibility
- ▣ Shared Discretion = **Collaborative Governance**

Characteristic Examples

- ▣ U.S. Foreign Aid – legitimacy
- ▣ United States Space Alliance – productivity
- ▣ U.S. Port Security – information
- ▣ Parks – resources
- ▣ Non-Public Schools – productivity
- ▣ Occupational Safety and Health – information

Port Security



Valparaíso



Miami



Boston

Parks

- ▣ Central Park, New York – Transformation from dangerous and dirty to safe and splendid
- ▣ Millennium Park in Chicago



Pumalin and Pudacuo Parks



Pumalin Park, Chile



Pudacuo Park, China

Non-Public Schools

- ▣ Charter Schools in the U.S.
 - Strong safeguards
 - Curriculum
 - Admission by lottery
 - School year
- ▣ Very variable performance, hotly debated
- ▣ Goals
 - Imitate successes
 - Induce public schools to change to compete

Academy of the Pacific Rim

- ▣ Much longer school day and year
- ▣ Students must learn Chinese or Japanese



Occupational Safety and Health



Chile mine safety

Codelco, BHP Billiton, Freeport McMoran, NASA

However, operator had poor safety record. Failure of public-private.

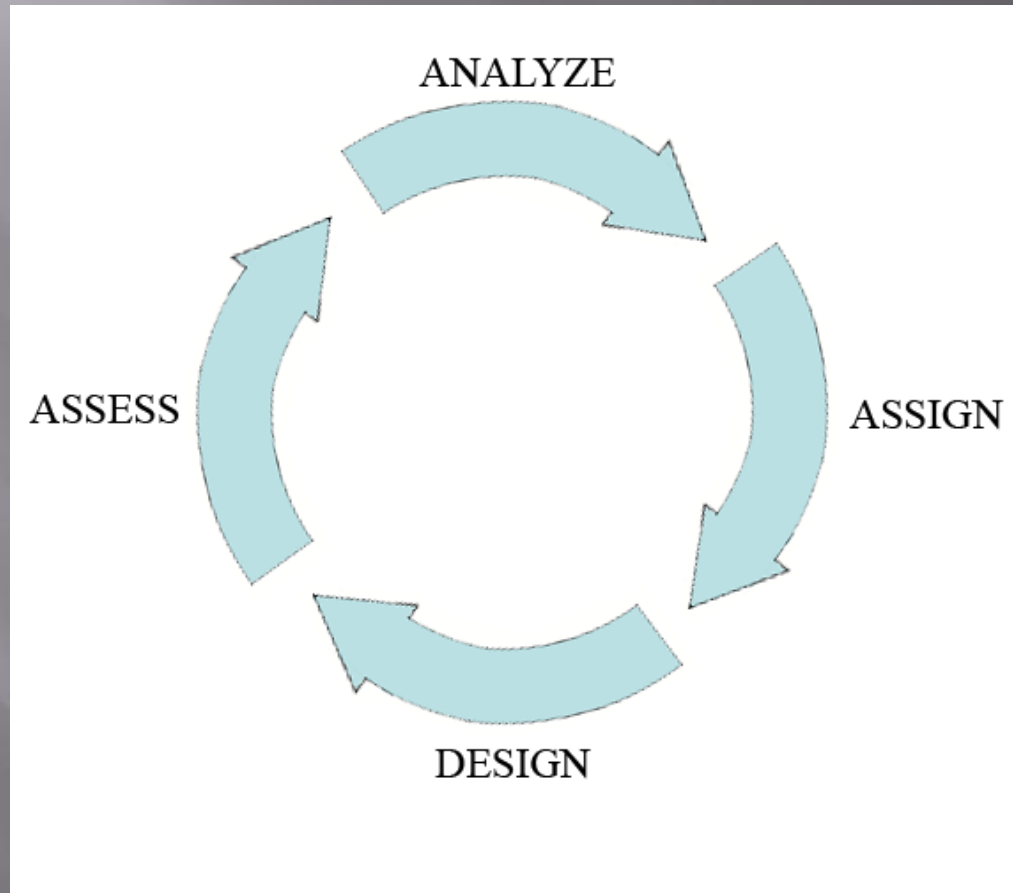
OSHA Copperative Compliance Program in Maine – information

Chamber of Commerce filed successful suit to close program in 1999.

Generic Challenge of Collaboration

- ▣ Design delivery models and
- ▣ Select and motivate collaborators
- ▣ To maximize gains from production discretion
- ▣ Net of losses from payoff/preference discretion
- ▣ To achieve net benefits in excess of expectations from alternative models (direct governmental production, simple contracting)

Managing Collaboration: An Iterative Cycle



Managerial Imperatives of Collaborative Governance

- ▣ Fundamentally analytical
- ▣ Complex and demanding
- ▣ Require high-level talent for implementation, not just policy design
- ▣ Indicators of the convergence of analytics and public management
- ▣ Implication: A Significant Shift in Public Managers' Toolkit

Relevant Thinkers



Thomas Jefferson



Alexander Hamilton



Adam Smith



Alexis de Tocqueville



Eduardo Engel