

## THE ROLE OF COLLABORATIVE INSTITUTIONS IN PUBLIC ADMINISTRATION

### **Abstract**

The objective of this paper is to emphasize the advent of collaboration in public policy and administration, the essential character of collaboration as a task for public managers, and the various kinds of collaborative agreements that managers undertake as they operate within their communities. This paper seeks to fill a gap in the current literature by examining specific models of policy adoption related to collaborative policymaking and administration, multiactor collaboration as a public policymaking and management instrument, and pivotal features of collaborative public management.

**Keywords:** collaborative institution; public administration; policymaking; community

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## ROLUL INSTITUȚIILOR COLABORATIVE ÎN ADMINISTRAȚIA PUBLICĂ

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### **Rezumat**

Obiectivul acestui articol este de a accentua abordarea colaborativă în administrație și politicile publice, caracterul esențial al colaborării, ca sarcină a managerilor publici, și tipurile variate de acorduri colaborative pe care managerii le analizează în timp ce acționează în cadrul comunităților.

Articolul de față vizează să acopere un gol în literatura curentă prin examinarea modelelor specifice de adoptare a politicilor asociate cu realizarea de politici colaborative și administrare, colaborării multiparticipative, ca realizare de politici publice și instrument de management, și a aspectelor pivotale ale managementului public colaborativ.

**Cuvinte cheie:** managementul public colaborativ, administrație, politici asociate.



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## 1. INTRODUCTION

Collaborative public management should comprise collaboration between and among entities and the function of the public and individuals in governance (it requires democratic accountability). The pervasiveness of network governance (Lăzăroi, 2013), contracting out, and more significant collaboration with individuals has modified the dynamics of public administration and what it signifies to be a leader. Managers find themselves convoking, furthering, transacting, moderating, and collaborating with numerous partners. The arrival of cheap instantaneous means of communication has cut down the transaction expenses of collaborating. The outstanding and increasing alteration is in the level of collaboration in public management. Design matters encompass the link of collaboration to responsibility structures. Networks should determine the novel endeavor, product, or output required from collaboration (Popescu, 2014), should regulate responsibility structures correspondingly, and should establish data gathering on direct procedures of collaborative conducts and undertakings. The sphere of public administration should cooperate with managers in the planned, sophisticated, participative configuration of systems for collaboration and can develop on the performance of other domains in that endeavor. Collaboration and negotiation abilities are significant in a diversity of circumstances, from the interpersonal stage between and among individuals representing entities in an arrangement, to the organizational stage in which network fellows agree to policy preferences. (Blomgren Bingham et al., 2015)

## 2. PIVOTAL FEATURES OF COLLABORATIVE PUBLIC MANAGEMENT

Although all types of performing together demand some level of mutuality, collaborations necessitate reciprocal interdependence: although the participants in a collaboration process constitute self-governing entities, they should acknowledge from the beginning that they are reliant on each other in such a manner that for the undertakings of one to be successful they should depend on the undertakings of another. The threats in collaborative arrangements are significant: actors should be prepared to advance novel fashions of reasoning and acting, establish new kinds of connections and be disposed to make alterations in current systems of operation and service distribution. Collaborating does not cover carrying out duties but identifying novel fashions for advancing new systems and/or devising new bureaucratic networks to get tasks accomplished. Successful connections are key to effective collaboration. Concerning processes, collaboration management covers encouraging interplays, eliminating impediments and, where required, taking on the function of unbiased mediator. (Keast and Mandell, 2014) Collaboration between public organizations or between the latter and NGOs is a way to further enterprises that are planned to work out public matters: collaborative management entails various and countless connections with numerous

distinct public entities and NGOs, both nonprofit and for-profit, in a manner that should allow for manifold differentiated endeavors to foster some essential jurisdiction and other concerns. Public collaborative management indicates that the government agency's members are dynamically concerned in practicing leadership while preserving their duties to retain the public's interests. Collaborative "groupware" entails social capital (Nica, 2013a), collective learning, a culture of shared problem solving, and transaction among role-based participants. Public administrators especially undergo collaborative management in handling the performances and routines of nonprofit and for-profit entities external to their structure. (Agranoff, 2012)

Public managers who perform collaboratively perceive themselves not entirely as individual leaders of individual entities, but furthering and working in multiorganizational networks (Nica, 2013b) to clarify problems that cannot be deciphered, or cleared up definitely, by individual entities. There are no one-size-fits-all formulas for an effective collaboration as managers require comparing numerous elements. The concerns of collaborators may be incompatible with each other, but they should reach agreement on the entire goal of the collaboration to perform together. Capacity construction frequently raises the probability of positive result in collaborations and can assist in advancing an inter-organizational assignment and a collaborative culture. Before one consents to collaborate, one should consider the incentive and adherence of other associates. Governance is the undertaking of making shared judgments and rules to manage the collaboration, encompassing rule making and arrangements regarding how collaborators will interact, get in contact, and perform within the collaborative fabric for the purpose of accomplishing the end result. (O'Leary and Vij, 2012) Agencies at all levels encounter a series of chances to collaborate with private participants to accomplish public objectives more successfully than government can on its own. In collaborative governance each group assists in establishing both the way by which a widely determined objective is accomplished, and the particulars of the objective itself. The collective discretion that is the indication of collaborative governance can increase government's strength for carrying out public assignments and raise the adaptability with which they are performed. The enlarging relevance and refinement of private functions in public enterprises indicate that organizing collaboration, in opposition to handling agencies, is an essential competency for public managers. Government expenditure across the range of public, semiprivate, and directed products, over time and between divisions, exhibits significant diversity in the employment of collaboration. Well-structured collaborations can influence private participants to be partly responsible readily for a collective effort, profiting both themselves and the public copiously. (Donahue and Zeckhauser, 2011)

### 3. MULTIACTOR COLLABORATION AS A PUBLIC POLICYMAKING AND MANAGEMENT INSTRUMENT

Collaboration is a mutual process between entities that entails negotiation, advancement and evaluation of commitments, and enforcement of the latter. Collaboration encompasses a process typified by the convictions that individuals who constitute partner entities in collaboration are reliable, that partner entities can rely on each other to preserve their duties, and that it is more constructive to remain in the collaboration than to give up. (Thomson et al., 2015) Collaborative arrangements for supplying of public service are frequently established by regulation and are devised and initiated by a hierarchical coordinating agency. Interlocal arrangements and co-operations supply self-organizing governance workings to diminish service expenditures and raise benefits via collaboration. Intergovernmental collaboration can generate both shared and particular benefit for separate government units. Collaborative arrangements bring about shared benefit by leading to efficiencies and economies of scale in the supplying and creation of services and interiorizing spillover problems, and produce particular advantages if they promote the separate concerns of local government representatives. Separate career motivations impact the disposition of local leaders to participate in collaborative agreements. Institutional shared action clarifications concentrate concern on both service and transaction expenses of collaboration. (Feiock, 2015) Ordered collaborative undertakings demand the employment of open-ended operations to harmonize the enterprises of tenacious persons so they can most fully use their particular skills and practices to the specific difficulties that tackle the collaborative enterprise under discussion. Collaborating supervisors both inside and outside governments should organize knowledge and constitute the communities of practice that are the indication of reciprocal learning and determination. Collaborative management initiates and establishes connections and frequently more ordinary interconnected links via transactions that pursue information and analysis; consider goal-inhibiting rules, criteria, and procedures; bring in other organizations to constitute co-operations or adjust local scheme; and pool funding. (Agranoff, 2012)

In collaborative governance the governmental principal readily allows its delegate a particular quantity of judiciousness. Producing public value by exploiting private capacity demands the thoughtful weighing of the benefits and expenses of discretion for the purpose of optimizing the net superiority of collaborating concerning what government can accomplish on its own. If government is dependent on collaboration to get its performance achieved, monitoring should be an intrinsic, unpremeditated, persistent feature of its management process. The public manager who strives to improve her assignment via collaborative networks should associate trained mastery of the widespread features of a group of collaborators with careful concern to the details of the particular individuals and entities across the table. (Donahue and

Zeckhauser, 2011) Government 2.0 is the employment of social technologies to raise involvement, openness, and interagency collaboration in the public sphere. A relevant feature of social technologies is the nascent collaborative and integrative voluntary component. The capacity of interactive web tools to back straightforwardness of collaboration and unconstrained horizontal and vertical information sharing among collaborators brings about a duty to organize, handle, and supervise information diffusion. Achieving and managing collaborative skills in a top-down establishment with pre-established standard operating processes demand talent and the disposition to depend not only on urging and emotional intelligence (Popescu, 2012) but also on a thorough knowledge of procedures, requirements, and administrative patterns in government entities. In settings where grasp comes prepackaged via the hierarchical reporting configuration or is implanted in comprehensible, standard operating processes, individuals may not identify the necessity to collaborate. Social technologies can be employed in manners that back assignment-specific information sharing (Lăzăroi, 2014a) and collaboration across agencies and with individuals. The cultural challenges that prevent the accomplishment of the open, collaborative, sharing setting that social media tools assign should be worked out. (Mergel, 2013)

#### 4. SPECIFIC MODELS OF POLICY ADOPTION RELATED TO COLLABORATIVE POLICYMAKING AND ADMINISTRATION

In collaborations the leadership concern is not on persons as such but rather on the operation by which new knowledge develops and novel manners of behaving materializes. Effective collaborations depend of the capacity of associates and administrators to be conscious of the pivotal components of the collaboration and be calculated in their setting up and enforcement. Collaboration is a useful instrument to provide public and social advantage (Nica, 2013c), but to satisfy its capacity it should be employed with more relevant strategic aim. Collaboration should be devised and enforced fit-for-purpose, requiring a broad and thoughtful examination of the problem space and the variety of possible solutions achievable in addition to the enlarged resources and responsibilities demanded. Collaboration functions at a more significant degree of connection and concentrates on reorganizing or altering service systems, involving an enlarged series of competencies centered on furthering and supervising the interplay process to enable coactions to be provided and collaborative benefit to be acquired. Separate collaborative competencies require a powerful mainstay for effective practice and end results. (Keast and Mandell, 2014) A collaborative outcome is frequently needed as scarcely ever a single government or agency has an ascendance on possible solutions to troublesome problems, or the resources or programs to handle them. Considerateness, toleration, and a disposition to make alterations are required to surmount obstacles in achieving collaborative success. Effective collaborative performance focuses on the issue of

whether the interplay can generate something that can be determined as enhancing value to some public operation. The relevance of acquisition in multiactor collaborative circumstances like in arrangements is required to clarify the reality of diverging and occasionally discordant perceptions, goals, and organizations. (Agranoff, 2012)

Power inequalities within collaborations may bring about dispute and cooptation, and may influence the favorable outcome of the collaboration. Government officials can utilize power over the other collaborators as they constitute the government. Before assenting to a collaborative agreement, it is significant to establish if and how a collaborative entity is held responsible to individuals and bureaucrats. Those who are considering whether to collaborate or not should clarify that communication routes are comprehensive, recognizable, and steady. Trust can be advanced among new collaborators via transparent communication, interdependence, objective alignment, openness, information and knowledge sharing, and by indicating capability, good intentions, and completion. (O'Leary and Vrij, 2012) Collaboration may release the energies of individuals and entities across the sectoral range. A shortage of governmental management strength can suppress collaboration even if a governmental entity would embrace a collaborative proposal as the exemplary manner of achieving a public goal, and even if political challenges to collaboration can be satisfied. A broad-spectrum requirement to effective collaborative governance is a perceptive perspective of collaboration as a pattern within a broader aggregation of manners to get public work achieved. Effective collaboration demands that its approaches and incentives be grasped both by government officials and by their private peers. An increasing function for collaborative governance irrefutably tackles the public sphere with the requirement for analytical strength that is detailed, lasting, and broadly and thoroughly disseminated via government. (Donahue and Zeckhauser, 2011)

## CONCLUSIONS

Collaboration has a conditional and multidimensional character established on the interdependency of objectives (Lăzăroi, 2014b), the degree of resources, its political and organizational leadership (Nica, 2013d), and diverse other internal and external features. When the developing character of governmental entities and schemes is inspected, collaboration between the spheres can be regarded as an outcome of their indistinctness. For public managers, any examination of intersectoral collaboration involves how shared undertakings may back or weaken senses of public responsibility. The distinct conditions of public governance affect cooperative incentives, specifically concerning the particular responsibility objectives of the public sphere. The possible advantages of intersectoral collaboration comprise economy efficiencies, more adequate reactions to collective troubles and public demands, enhancements in both



the quality and range of public or private services, threat propagation, and enlarged access to subsidization or other resources. (Gazley, 2015)

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