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Multi Sector Collaborative Governance

For Municipalities

April 26-27, 2017 - Brasilia, Brazil

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Director of Executive Education

Select Key Questions to be Answered

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LEADERSHIP IN LOCAL GOVERNMENT CONFERENCE

- How can municipalities become more efficient in delivering services?
- Is local government a business?
- What kind of operating model is required?
- How important is the development of Human Capital?
- What kind of leadership is required?

Questions Answered

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LEADERSHIP IN LOCAL GOVERNMENT CONFERENCE

- How can municipalities become more efficient in delivering services? Innovate through COLLABORATION
- Is local government a business? NOT Really!
- What kind of operating model is required? Depends!
- How important is the development of Human Capital? Crucial!
- What kind of leadership is required? Dynamic and Facilitative

United Nations Research for Public Administration and Governance Best Practices Practicum Projects

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USA: SANTA ANA Partnership
Established in 1983, the partnership is a city-wide intersectoral effort to address Santa Ana's academic achievement gap

EGYPT: Girls Improved Learning Outcomes
An initiative of USAID from 2008-13 to directly improve learning outcomes and gender parity in primary grades

INDIA Mumbai Waste Management Initiative
A cross-sector partnership to clean up Mumbai

CHINA: Beijing Air Pollution Control Campaign
A 17-year campaign initiated by the government aimed at emission reduction in Beijing

USA: ALHAMBRA Partnership
The partnership is a city-wide intersectoral effort to address truancy based on mental

BRAZIL: Rio De Janeiro Tourism Partnership
The partnership is a city-wide intersectoral effort to address Tourism with mega events

INDIA: Global Polio Eradication Initiative
A cross-sector partnership established in 1988 to eradicate polio in India

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Analysis Findings 2014

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Our Research for the UN identify nine implications or dimensions for administration and governance practices:

Implementation	Sustainability
Information Sharing	Collaborative Governance
Networks	Transparency and Accountability
Dynamic Leadership	Public's Ease of Access
Public Support	Financial Self-Sustainability
Implementation & Sustainability	
Capacity Building	

Collaboration

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> “In a global society in which timely information is the most important commodity, collaboration is not simply desirable, it is inevitable.”

Warren Bennis, Ph.D.

Collaboration-History

Historically collaboration brought us amazing Innovations or Projects

Collaboration Private Sector

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Collaboration Public Sector

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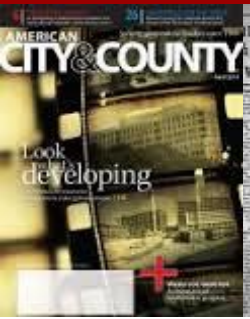
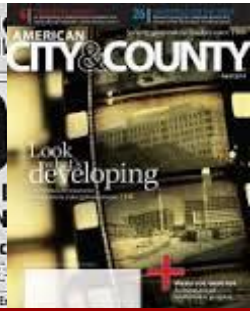


Contract Cities – Lakewood Plan 1954



Collaboration Not For Profit

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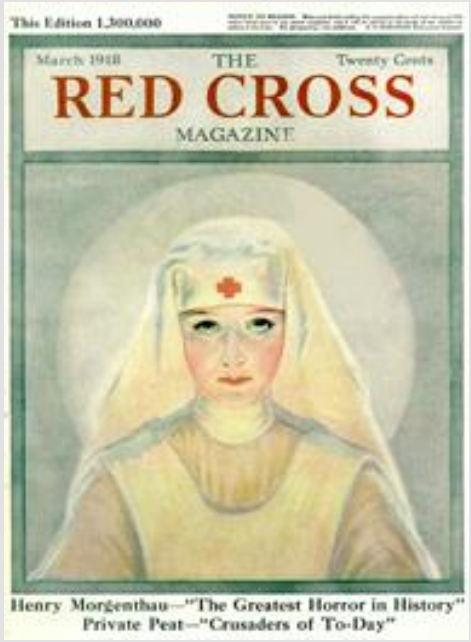

unicef

MEDECINS SANS FRONTIERES
DOCTORS WITHOUT BORDERS

(RED)™

New Paradigm

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> “New skills and knowledge—such as a far deeper **appreciation of societal needs**, a greater understanding of the true bases of company productivity, and the ability to collaborate across profit/nonprofit boundaries. And government must learn how to regulate in ways that enable shared value rather than work against it.”

Harvard Business Review

Collaboration Lessons Learned

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> "The solution lies in the principle of **shared value**, which involves creating economic value in a way that *also* creates value for society by addressing its needs and challenges. Businesses must reconnect company success with social progress. Shared value is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success."

Harvard Business Review

Collaboration – SHARED VALUE

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Evolutionary Continuum in Public Admin

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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

Evolutionary Continuum in PA

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Citizens as Constituents	Citizens as Voters	Citizens as Customers
Citizens as Owners	Citizens as Partners	Citizens as Agents

Evolutionary Continuum in PA

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Governors or Administrators Public Servants	Governors or Administrators Trustees	Governors or Administrators Managers
Governors or Administrators Facilitators	Governors or Administrators Partners	Governors or Administrators Leaders

Cross Sectoral Collaboration

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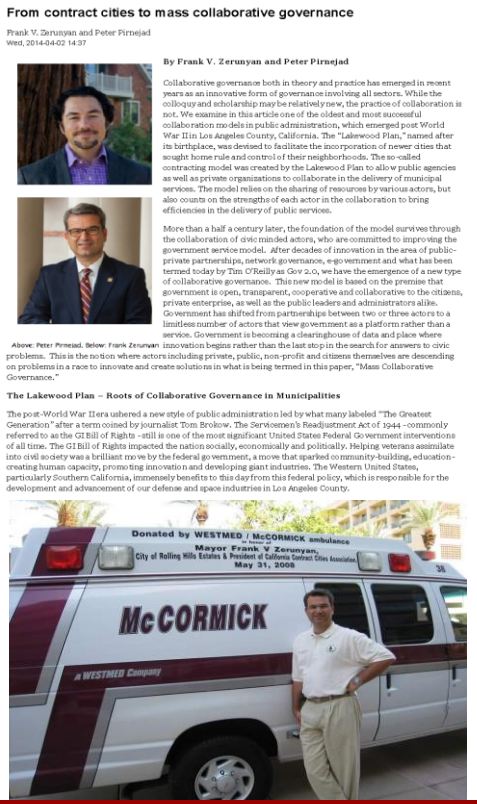
"Never before have we seen all THREE sectors (Private-Public-NFP/CSO/NGO) so interdependent and predisposed; creating unprecedented opportunities for intersectoral relationships in delivering important government functions, public goods or infrastructures and to solve socioeconomic problems."

Frank V. Zerunyan, American City & County
April 2014



From contract cities to mass collaborative governance

Frank V. Zerunyan and Peter Pirnejad
Wed, 2014-04-02 14:37

By Frank V. Zerunyan and Peter Pirnejad

Collaborative governance both in theory and practice has emerged in recent years as an innovative form of governance involving all sectors. While the colloquy and scholarship may be relatively new, the practice of collaboration is not. We examine in this article one of the oldest and most successful collaboration models in public administration, which emerged post World War II in Los Angeles County, California. The "Lakewood Plan," named after its birthplace, was devised to facilitate the incorporation of newer cities that sought home rule and control of their neighborhoods. The so-called contracting model was created by the Lakewood Plan to allow public agencies as well as private organizations to collaborate in the delivery of municipal services. The model relies on the sharing of resources by various actors, but also counts on the strengths of each actor in the collaboration to bring efficiencies in the delivery of public services.

More than a half a century later, the foundation of the model survives through the collaboration of civic minded actors, who are committed to improving the government service model. After decades of innovation in the area of public-private partnerships, network governance, e-government and what has been termed today by Tim O'Reilly as Gov 2.0, we have the emergence of a new type of collaborative governance. This new model is based on the premise that government is open, transparent, cooperative and collaborative to the citizens, private enterprise, as well as the public leaders and administrators alike. Government has shifted from partnerships between two or three actors to a limitless number of actors that view government as a platform rather than a service. Government is becoming a clearinghouse of data and place where innovation begins rather than the last stop in the search for answers to civic problems. This is the notion where actors including private, public, non-profit and citizens themselves are descending on problems in a race to innovate and create solutions in what is being termed in this paper, "Mass Collaborative Governance."

Above: Peter Pirnejad. Below: Frank Zerunyan

The Lakewood Plan – Roots of Collaborative Governance in Municipalities

The post-World War II era ushered a new style of public administration led by what many labeled "The Greatest Generation" after a term coined by journalist Tom Brokow. The Servicemen's Readjustment Act of 1944 - commonly referred to as the GI Bill of Rights - still is one of the most significant United States Federal Government interventions of all time. The GI Bill of Rights impacted the nation socially, economically and politically. Helping veterans assimilate into civil society was a brilliant move by the federal government, a move that sparked community-building, education-creating human capacity, promoting innovation and developing giant industries. The Western United States, particularly Southern California, immensely benefits to this day from this federal policy, which is responsible for the development and advancement of our defense and space industries in Los Angeles County.

Sectoral History in a Democratic System

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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 - Hierarchy

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The strict hierarchy assures accountability.

This strict chain of command enforced by supervisors.

This makes public administration naturally authoritarian.

HOWEVER, Not all authority is bad as a rule.

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

BUT, THE wrong authoritarian may conflict with democratic values.

DEMOCRACY often clash with BUREAUCRACY

BUREAUCRACY impedes the progress of INNOVATION

Governments in Silos

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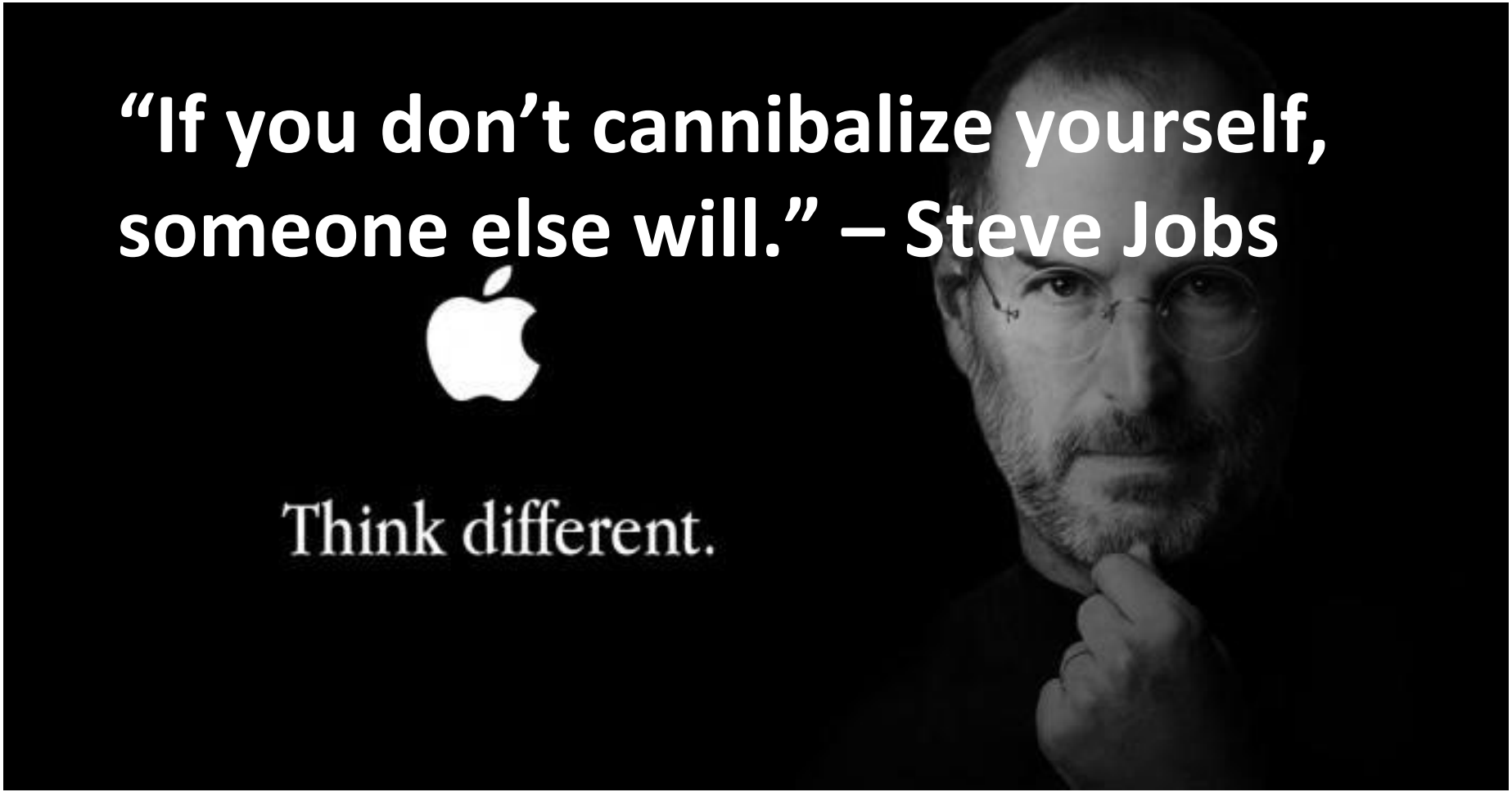
“If you don’t cannibalize yourself, someone else will.” – Steve Jobs
Think different.

The New Governance for Municipalities

- Not For Profit
- Civil Society Organizations
- Non Governmental Organizations

Public Sector

Private Sector

The New Paradigm

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Competition	→	Collaboration
Control	→	Freedom
Scientism	→	Integralism
Individualism	→	Connectivism
Predictability	→	Creativity
Hierarchy	→	Partnership

Ineffective Governance Impedes Development

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- Disconnected stakeholders
- Self-interest
- Lack of communication
- Low accountability
- Unfulfilled human and institutional capacity

Good Governance

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"Purposeful interaction of three sectors to effectively and efficiently advance communities large and small."

FVZ

Collaboration - Governance

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.

Governance Challenges and Opportunities

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Cross-Sectoral Collaboration

Challenges

- Public Sector challenges
- Private Sector challenges
- Non-Profit/NGO challenges

Opportunities

- A common mission
- Interdependence of resources
- The use of facilitative leadership
- The ability to respond to change

Opportunities

- A new role of the Government (rely more on sectors)
- Growing importance of the private sector in social environments (Social Responsibility)
- Expansion of the roles of Not For Profit Organizations (RED)
- Sustainable models of collaboration in a NEW Economy

Conditions for Successful Collaboration

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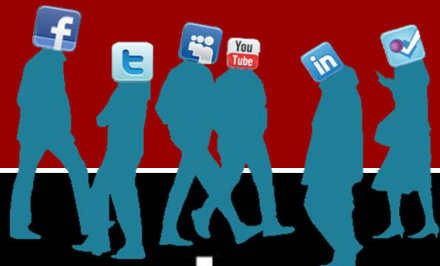
- Incentives to Participate in Collaboration
- Interdependence –Shared Problem
- Social Capital and Human Capital
- Institutional Design

  (clear rules, transparency, inclusiveness)
- Facilitative Leadership (trust, integration, win/win)

Why?



Demography

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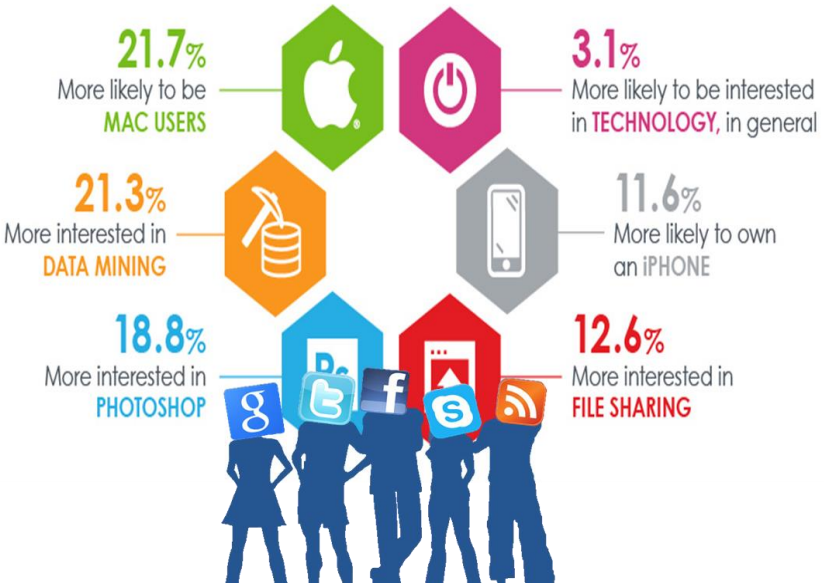
The Millennials



We no longer represent the same constituents!

- 15 – 35 year-olds
- Largest buying cohort (2017)

The New Constituents: Millennials

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What do they want?

- Smaller footprint → Sharing Economy

- Convenience → Internet of Things

- Health, Security and Sustainability → Big Data

Source: The Westly Group

The New Impact Technologies

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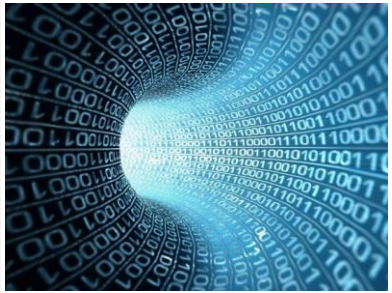
New business models – faster growth, higher margins

Sharing Economy

Internet of Things

Big Data



Source: The Westly Group

Sharing Economy – Impacting Every Industry

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Hotels	Hilton	airbnb
Transportation		UBER
Finance	Bank of America	LendingClub

More to come…

100k companies and counting

Source: The Westly Group

Internet Of Things Began With The iPhone

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Over 1 billion people have smart phones

This is just the beginning

Source: The Westly Group

The Connected Home

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The largest companies in the world are taking over your home

Google

amazon

HomeKit

Why did Google pay so much for this company?

Source: The Westly Group

Big Data Is Revolutionizing Every Industry

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"Information is the oil of the 21st century, and analytics is the combustion engine.“ -- Peter Sondergaard of the Gartner Group

Source: The Westly Group

Big Data Is Revolutionizing The Auto Industry

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Why do we need these things?

- Reduce auto fatalities 90%
- Reduce congestion → pollution
- Provides access for seniors and disabled

Coming faster than you think…

- **Google**
  - 30 Lexus' on the road *today*
  - Now producing 100 of their own
- **Apple**
  - Auto division expanded from 600 to 1,800
  - Planning electric car with self-driving features in 2019
- **Tesla**
  - Self-driving features launched Oct. 2015
  - 2016 cars park themselves with your iPhone

Source: The Westly Group

Governing For The 21st Century

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Sharing Economy

21st century employment laws

Internet of Things

Prepare for driverless vehicles

Big Data

Longitudinal student test data

Source: The Westly Group

Cities are Responding

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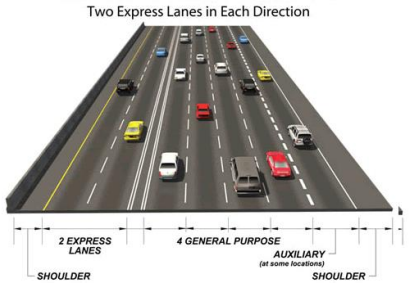
- Strategic Investments to Relieve Congestion
- Goods Movement/Logistics Industry Investment
- Increased Active Transportation Options with Housing (TOD)
- Strengthens the Health, Security of Our Communities
- Energy (Environmental Sustainability)



The Responsive Collaborative City

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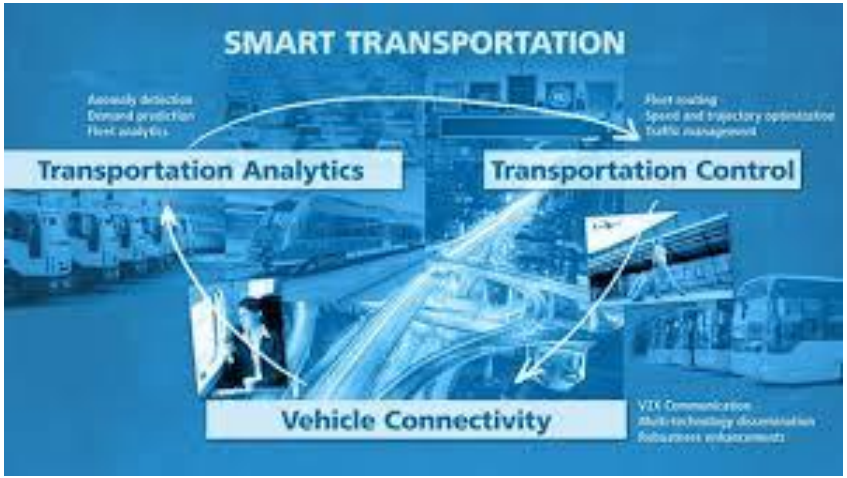
Electric Cars, Busses and Trucks

Self Driving Cars - Connectivity

Traffic Prediction – Transit Prediction



Smarter Public Transportation

The Responsive Collaborative City - TOD

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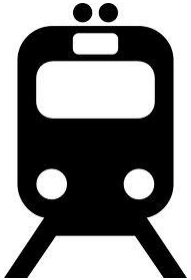
Economic Vitality

Jobs

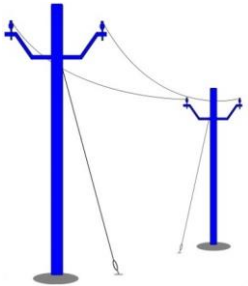
Affordable Living

Opportunity for alternative modes



Increase Ridership

Increase Social Interactions



Low public infrastructure costs

Less dependence on Cars

Responsive and Collaborative City - Energy

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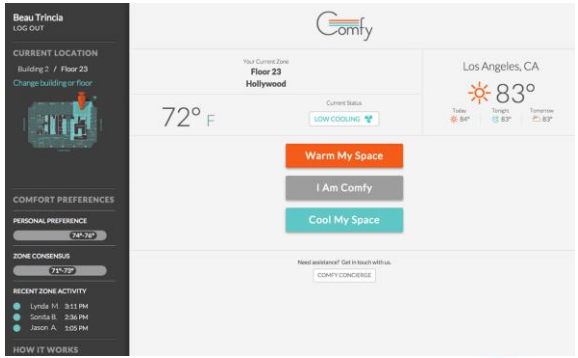
LED Better Light
- Lasts Longer -
Saves 70%

View Dynamic Glass
Smart Windows

Building
Robotics



Buildings use over 40% of all the energy

Responsive and Collaborative City - Security

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Security Security and Security

Conclusions for Collaborative Governance

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Bottom up or local community driven:

Information sharing

Creation of networks

Capacity building, knowledge-based training

Nurturing collaborations between sectors

Empowering citizens for action and leadership.

Final Thoughts

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Are you ready to SERVE in 21st Century?

ENJOY the Ride!

Obrigado!

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Ευχαριστώ ありがとうございます Gracias! 謝謝 Danke! 감사합니다 תודה

Thank you! Merci! Շնորհակալություն спасибо

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