



FULBRIGHT
UNIVERSITY
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FULBRIGHT SCHOOL OF
PUBLIC POLICY AND MANAGEMENT

Public Management

SESSION 16

Managing Cross-Sectoral Collaboration

Session 16



- Why do public managers proactively pursue cross-sectoral collaboration? Is it necessary? Or long way to go for Vietnam?
- What kinds of skills, attitudes, and mindset are necessary?
- How deeply can private sector, civil society, business can be involved?

Private Partnerships to support NYC Parks



Beloved parks in NYC were failing into disrepair



Public agency did not have enough money and staff members

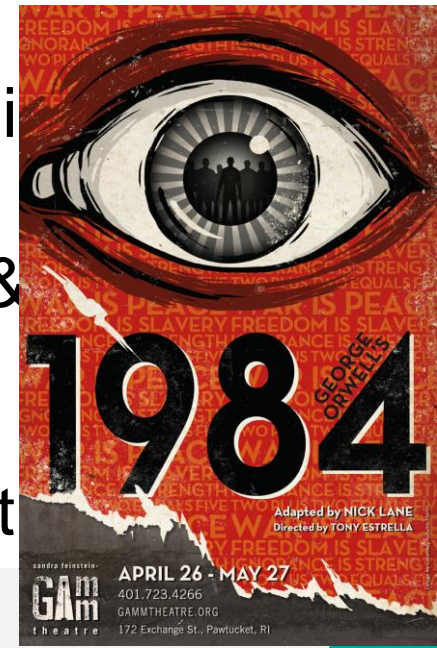


Decided to reach out for partnerships with citizens group, to encourage a greater interest in the parks in exchange for greater control – citizens contributed direct resources to the parks



Diminishing Public Sector Image

- Current anti-bureaucratic attack by various actors (e.g. international agencies): “villains” (e.g. George Orwell, 1984)
- **Market forces** gained greater public recognition: Miracle of market forces.
- Negative image: expansive, inefficient, and i
- Market-driven reform → increased poverty & inequality.
- Increased corruption in the process of privat



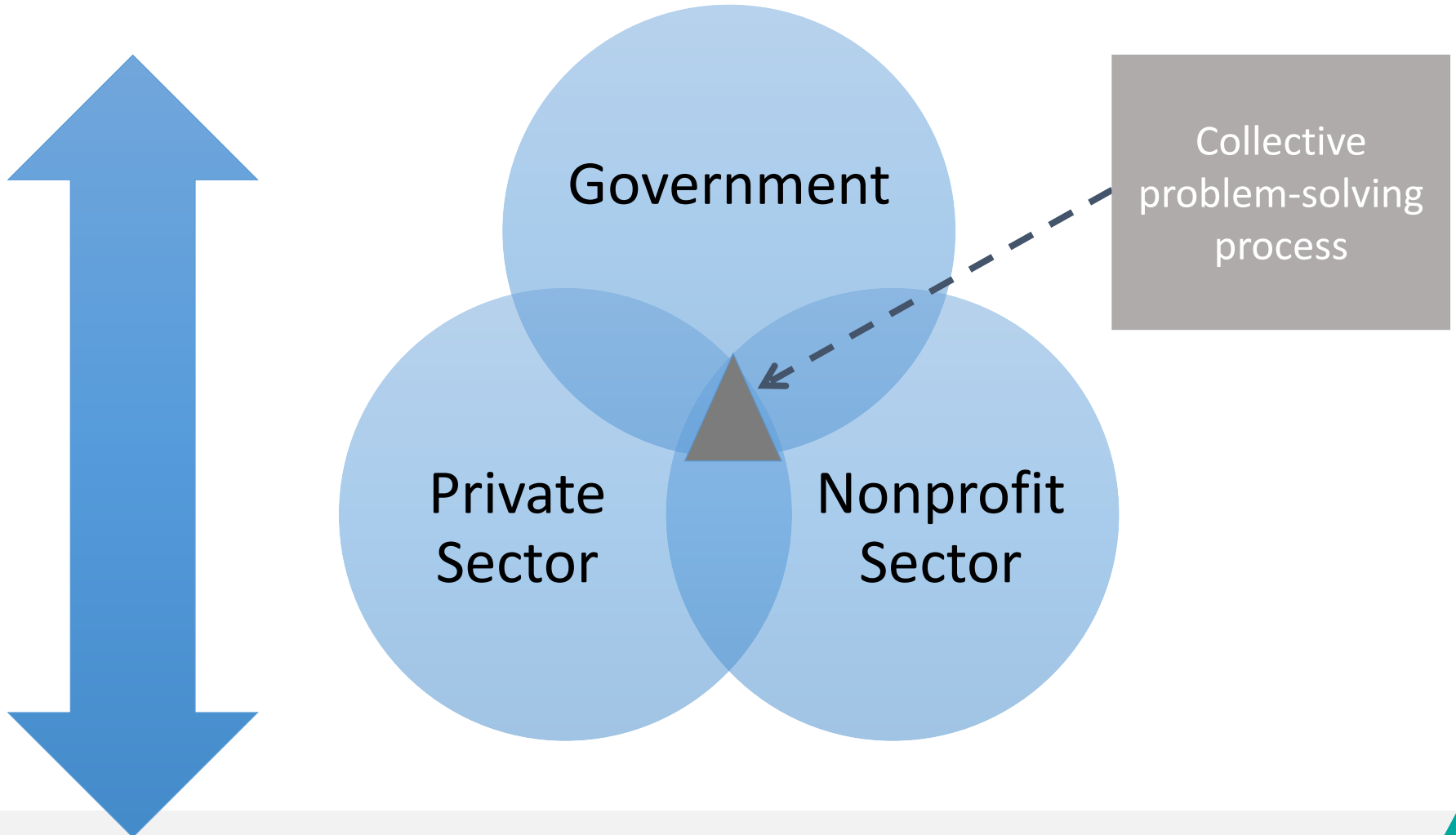


Comparison of concepts

	Statism	Pluralism	Corporatism	“Governance”
Role of State	Authority	Referee	Mediator	Activator
Dominant Orientation	Pursuit of national interest	Pursuit of individual interests	Integrating group conflict interests	Coordinating related interests
Patterns of interaction	Command and control	Competition	Concerted negotiations	Multilateral negotiations
Dominant actors	State actors	+ multitude of interest groups and parties	+ functional peak organizations	+ multitude of stakeholders



Governance: Co-Production





Key questions

- Which types of partners should be engaged for which reasons, and at what stage?
- How should trust and voluntary collaboration be balanced with contracts and incentives?
- How can public managers ensure that partnerships stay productive and dynamic?
- How do public managers become skilled network managers?
- How do public managers share responsibilities and powers with other collaborators while remaining in charge of their own agendas and objectives.



Why is it necessary?

- Lack of government finance / Manpower
- Increasing trend: authority and decision making discretion will not lie with just one person, agency, or sector in VUCA world.
- Forced to closely collaborate within different networks – allow to pool resources → public managers to engage, pool, and leverage the widest possible range of resources.



Japan's Kobe Earthquake

- Larger area of Kobe (Greater Hanshin) in 1995. Massive earthquake hit the region.
- Government was completely embarrassed – because of late humanitarian supports (paralyzed).
- NGOs actively assisted earthquake victims (even Yakuza helped victims – politicians and bureaucrats were impressed by the activities of NGOs and individual helpers (efficient)).



“We need
change”

NPO Law
(1998)

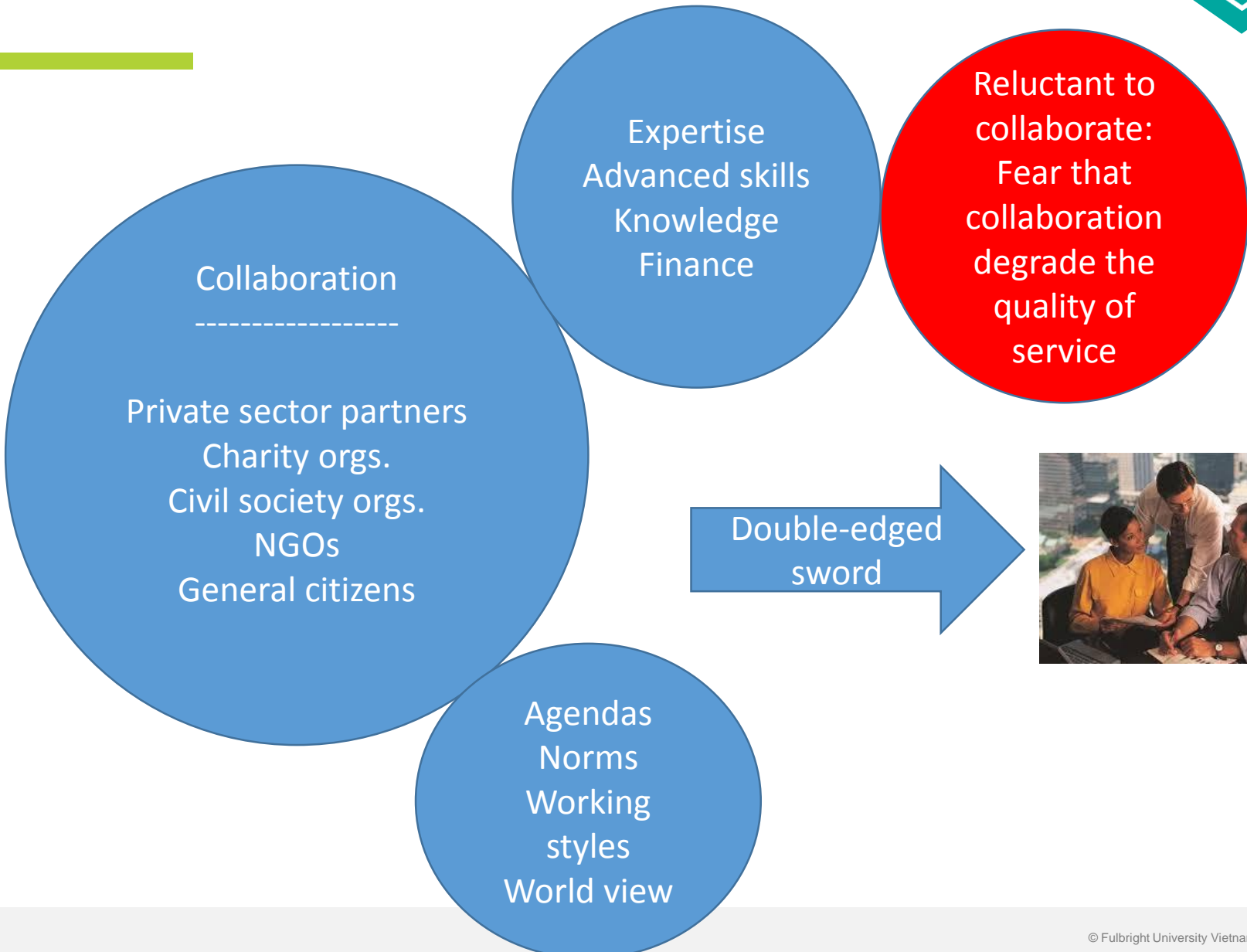
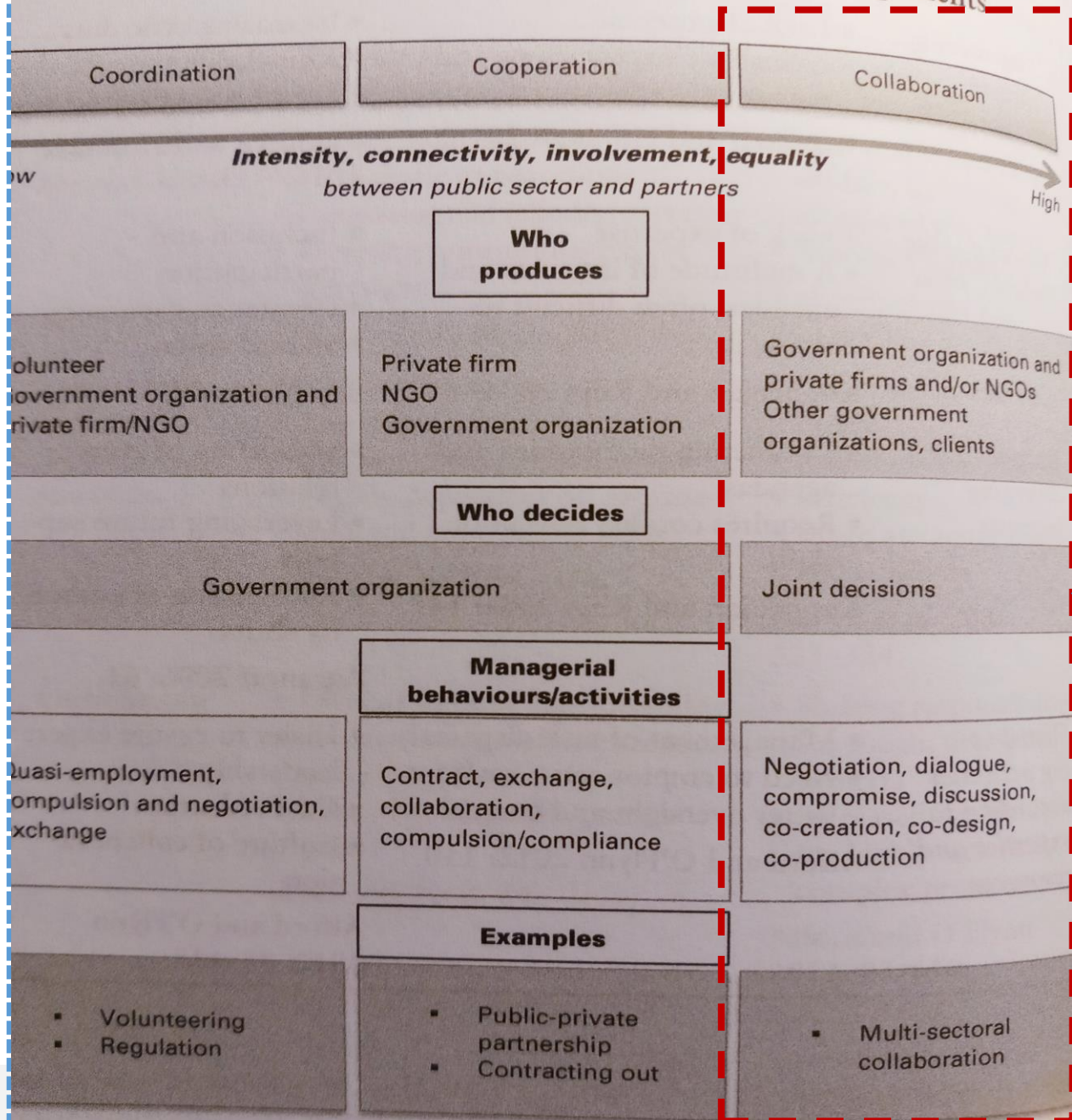


FIGURE 11.1 Ladder of collaborative arrangements





Multisectoral Collaboration

- Dynamic partnerships between actors from two or more sectors are referred to as multisectoral or cross-sectoral collaborations (Tri-sector, e.g.).
- In order to effectively tackle super-wicked problems – benefit from multi-sectoral collaboration. Private sector's ability to scale up, finance, innovate, efficiency, etc.
- There are many obstacles and risk (Van der Wal, 2017: 281-2).
- What can you collaborate? – Co-design, co-creation, and co-production (p.289)

Corporate Social Responsibility (CSR)



- Multi-sectoral collaboration discourse has expanded to corporate social responsibility argument (or social enterprises).
- E.g. Multinational companies set up charities to run large scale CSR activities in close collaboration with local NGOs and governments, creating *public value*.
- The public sector also has a leadership role to ensure that its own way of operating is in line with good CSR practices in its multiplicity of roles as employer, purchaser, service provider, and in its engagement with communities.
- The public sector also has various regulatory roles that are relevant to CSR.

Example: Vietnam's 'The Scaling Up Nutrition' (SUN) movement

- Officially launched to improve health and nutrition for the country's citizens as well as in the fulfilment of its international commitments.
- The Prime Minister's Directive on strengthening multi-sectoral collaboration for nutrition
- Jan 2014: officially joined the SUN Movement - a global movement that unites civil society, the United Nations, donors, businesses and researchers—in a collective effort to end all forms of malnutrition in the world by 2030.
- Recently enacted and enforced pro-nutrition policies (e.g. the Communist Party's Resolution No. 20) -- However, more domestic investment is crucial.





21th Century Public Managers

- In order to become effective collaborators, public managers need to possess and develop various skills and values, and display behaviors.
- Negotiation, mediation, consultation, and communication are crucial skills for reconciling differing views, languages, and interests.
- 21st century public managers – familiar with all different sectors.



Q&A



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