



# Collaborative Management

Scan of Relevant Literature

Responsible Land Governance Mindanao (RLGM) Program | September 2020



Implemented by



# Collaborative Management

- a systematic effort to move forward to a different or higher level of working relationships
- entails engaging one or more organizations in a purposive and official partnership or contractual arrangement
- a unique institutional form, consisting of processes different from the spontaneous coordination of markets or the conscious management of hierarchy
- Involves a complex sequence of moves and countermoves, adjustments and readjustments, actions and nonactions
- Driven by interdependence among players
- Characterized by (1) extent of linkages, (2) density of collaborative linkages, and (3) multiplicity of players
- “collaborative” as its operative concept
- Implemented at vertical and horizontal levels
- Differs from cooperation and coordination

# Collaborative Management: Structure

## 1. Design

- Clearly defined boundaries
- Proportional equivalence between benefits and costs
- Collective-choice arrangements
- Monitoring
- Graduated sanctions
- Conflict-resolution mechanisms
- Minimal recognition of rights to organize
- Nested enterprises (for resources that are parts of larger systems)

## 2. Emphasis is on boundaries and rules

## 3. Role of collective agency

# Collaborative Management: Rules

## 1. Definition

- defined closer to what is referred to as regulation – a set of instructions for creating an action situation in a particular environment
- used to build the structure of an action situation
- shared understandings by participants about enforced prescriptions concerning what actions (or outcomes) are required, prohibited, or permitted
- the result of implicit or explicit efforts to achieve order and predictability

## 2. Dimensions

- dependent upon the shared meaning assigned to words used to formulate a set of rules
- dependent upon enforcement

## 3. Conditions for effectiveness

- fair, effective, and legitimate as necessary complements to shared norms
- compatible with the underlying physical domainsrules

Ostrom, Elinor. (2005), Ostrom, E., Gardner, R., & Walker, J. (1994), Haslett, B. (2012)

## Collaborative Management: Common Issues

1. Appropriation, Provision, Resource size/quantity
2. Limits imposed on local government units
3. Capacity of resource users to impose resource regulations and schedules at different levels
4. Defining stocks and flows of resources with great precision
5. Trust and tact

Dolšak, N. & Ostrom, E. (eds.) (2003), Gibson, C. and Becker, C. (2000), Ostrom, E., Gardner, R., & Walker, J. (1994), Haslett, B. (2012)

# Cooperation and Coordination

## 1. Cooperation

- absence of conflict; it is less formal, involves sharing information, may be short term, and presents little risk
- working jointly with others to some end
- those working jointly seek to be helpful as opposed to hostile

## 2. Coordination

- orchestration of people toward a particular goal; it involves more formal and longer-term interaction, increased risk, and shared rewards

Bingham, Lisa Blomgren, O'Leary, Rosemary and Christine Carlson. (2015), , Agranoff, R. and McGuire, M. (2003)

# Collaborative Management in the Public Sphere



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# Collaborative Public Management (1)

## 1. Definition

- the process of facilitating and operating in multi-organizational arrangements to solve problems that cannot be solved
- if citizen-centered: this extends beyond this definition and focuses on the role of the public in collaborative management arrangements

## 2. Characteristics

- must encompass not only collaboration between and among organizations but also the role of the public and citizens in governance
- new approach to leadership

Bingham, Lisa Blomgren, O'Leary, Rosemary and Christine Carlson. (2015), Feiock, Richard C. (2015), Cooper, Terry L., Bryer, Thomas A. and Jack W. Meek. (2015)



# Collaborative Public Management (2)

## Drivers

- Complexity of problems needing new approaches
- Need for better governance mechanisms that combined whole of society efforts
- Technology (e.g. IT)
- nature of resources and number of actors (e.g. establishing legitimacy of actors and roles, competition and capacity)

Bingham, Lisa Blomgren, O'Leary, Rosemary and Christine Carlson. (2015), Feiock, Richard C. (2015), Cooper, Terry L., Bryer, Thomas A. and Jack W. Meek. (2015)

# Collaborative Public Management (3)

## 1. Results

- Increase in benefits that outweigh transaction costs
- Selective incentives
- Trust and shared understanding
- Building legitimacy, reputation, and social or organizational capital
- Networks building and collaboration
- Collective benefits through efficiencies and economies of scale and control of negative externalities

# Commons



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# Commons (1)

## 1. Characterization:

- may be differentiated as a resource or resource system and as a property-rights regime
- a shared resource that is vulnerable to social dilemmas

## 2. Dimensions

- Equity referring to just or equal appropriation from, and contribution to, the maintenance of a resource.
- Efficiency dealing with optimal production, management, and use of resource
- Sustainability looking at outcomes over the long-term

Hess, C. & Ostrom, E. (Eds). (2007)

## Types of Commons

- natural-resource commons which are depletable and “rivalrous”
  
- commons that manage non-depletable, non-rivalrous resources

Hess, C. & Ostrom, E. (Eds). (2007)

## Common Pool Resources (1)

- goods that can be kept from potential users only at great cost or with difficulty but that are subtractable in consumption and can thus disappear
- types of economic goods, independent of particular property rights while common property is a legal regime – a jointly legal set of rights
- Characterized by subtractability and excludability, size, and granularity

McKean, Margaret A. (2000), Dolšak, N. & Ostrom, E. (eds.) (2003), Manning, R.E. (2007), O'Leary, Rosemary and Lisa Blomgren Bingham (eds.). (2009), Hess, C. & Ostrom, E. (Eds). (2007)

## Common Pool Resources (2)

- ownership of the resource is held in common, often by a large number of owners who have independent rights to use the resource
- control of access to the resource is problematic for several potential reasons (e.g. size, pervasiveness, migratory nature, political intransigence)
- the level of exploitation by one user adversely affects the ability of other users to exploit the resource

McKean, Margaret A. (2000), Dolšak, N. & Ostrom, E. (eds.) (2003), Manning, R.E. (2007), O'Leary, Rosemary and Lisa Blomgren Bingham (eds.). (2009), Hess, C. & Ostrom, E. (Eds). (2007)

# Indigenous and Local Practices in Collaborative Management

(To Follow; data collection ongoing)



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Thank you!

