

A Performing Public Sector, A performing public sector: The second transatlantic dialogue. Leuven (Belgium), 1-3 June 2006

Extended Call for papers for Workshop 3

WORKSHOP 3: Performance in multi-sector/multi-organization collaboration

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"the one-bill, one-policy, one organization, one accountability holdee principle doesn't work for performance" (Behn 2001: p. 72)

Several authors stress the importance of a focus on outcomes (see also Osborne and Gaebler 1992; Hatry 1999). Only results matter and real results are outcomes, not activities or outputs. Yet, outcomes in the public sector are seldom a responsibility of a single actor. Policy issues cross through organizational and sectoral boundaries and the public/private/not-for-profit divide becomes increasingly vague. As a response, collaboration in networks and network structures becomes increasingly important (Mandell 2001). In Workshop 3, we want to study collaboration and the performance of collaboration from a comparative angle. Some prospective themes are represented below.

- What are the **issues** involved in collaborating across agencies and partnering effectively with the non-profit and private sectors?
- Who is in the network and who is not? What are the rules of **network formation**?
- What are the **management challenges** presented by collaborative and partnering arrangements? Is there a POSDCORB equivalent for network management tools?
- How to evolve from organizational learning to **network learning**?
- What can collaborative approaches do what other forms of organization (e.g. hierarchies or markets) cannot?
- Who is **setting goals** in networks? Who identifies outcomes?
- Who is **accountable for performance**, and for what part of the results? Who is held to account when networks are not performing?
- What is the role of **power and trust** in networks? How does it affect network performance?
- What is the impact of collaboration on the **role of the state**?
- What is the impact of collaboration on **transparency**? What is the role of 'dark networks'?
- How to **measure** networking and network performance?

References

- Agranoff, R. and McGuire, M. (2003) Collaborative public management: new strategies for local governments Washington (D.C.): Georgetown University press.
- Behn, R. D. (2001) Rethinking democratic accountability. Washington (D.C.): Brookings institution.
- Berry, F. S. and Brower R.S. (2005) Intergovernmental and intersectoral management: weaving networking, contracting out and management roles in to third party government. Public Productivity and Management Review. 29:1. pp. 7-17.
- Hatry, H. (1999) Performance Measurement: Getting Results. Washington, D.C: Urban Institute Press.
- Mandell, M (2001) Getting Results through Collaboration: networks and network structures for public policy and management. London: Quorum books.
- Osborne, D., and Gaebler, T. (1992). Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. Reading, Mass.: Addison- Wesley.

PRACTICALITIES FOR SUBMISSION

- Please submit a short abstract outlining
 - the title of the paper
 - a short description of the contents of the paper (maximum 1 page)
 - the research method of your contribution.
 - the name and number of the workshop in which you would like to present
 - name, affiliation, and contact information of the author(s)
- The deadline for the abstracts is **December 31st, 2005**
- Final acceptance will be notified by the end of January 2006.
- Final papers are due by April 30th.
- Papers will then be publicized on the Conference Website

Abstracts and papers should be sent to wouter.vandooren@soc.kuleuven.be.

The Conference Website provides you with the latest information on the program and the practical organization

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