



Collaborative Governance: Challenges & Opportunities

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Academic Background

1

Education

Ph.D. from Tel-Aviv University

2

Current Position

Department of Administration and Public Policy, Graduate
Program in Innovation and Entrepreneurship in Organizations
Sapir Academic College.

3

Additional Role

Affiliate Associate Professor, Department of Political Science,
Concordia University, Montreal.

Research Interests Overview



Social Policies

Regulation of social services , policymakers' perceptions regarding poverty, time policy and well-being.



Collaborative Governance

Effective collaboration between different sectors and stakeholders for better governance



Public Sector Employees

Trust in society and well-being of public sector workers.



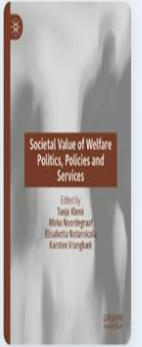
Digital Governance

Role of digital applications in advancing equity in smart cities

Collaborative Practices in the Regulatory Welfare State? A Societal Values Perspective

Chapter | First Online: 27 December 2024

pp 127–148 | [Cite this chapter](#)



Societal Value of Welfare Politics,
Policies and Services



Today's Agenda

Collaborative Governance – theoretical & Empirical Works

Threefold Perspective Paper

Exploring conditions for collaborative governance (2020)

Street-level Bureaucrats Study

Examining policy entrepreneurs and collaborators in Israel and Germany (2023).

Future Directions

CG - My work with Chris Ansell

Public Employees

“A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage program or assets.”

(Ansell and Gash, 2008, p. 544)



Collaborative Governance – My perspective

It is here to stay,
policy tool

We need to understand
better when to use it
and when not to

We need to understand how to use it
within the specific context

A threefold perspective: Conditions for Collaborative Governance (2020)

with Dr. Sher-Hadar Neta



Collaborative Governance Research



Challenges in Collaborative Governance

(Rummery 2006; O'Flynn; 2008; Weible 2008).



Complexity

Managing multiple stakeholders and interests



Democratic Balance

Ensuring fair representation and accountability



Resource Intensity

High costs in time and resources



Efficiency Concerns

Balancing collaboration with timely decision-making



Research Question

Under what conditions is it beneficial to promote collaborative governance arrangements and when is it not?



The Threefold Perspective

1

Values

Identifying suitable values for collaborative arrangements

2

Situational Decisions

Examining different decision-making scenarios

3

Context

Analyzing the broader context of collaborative governance

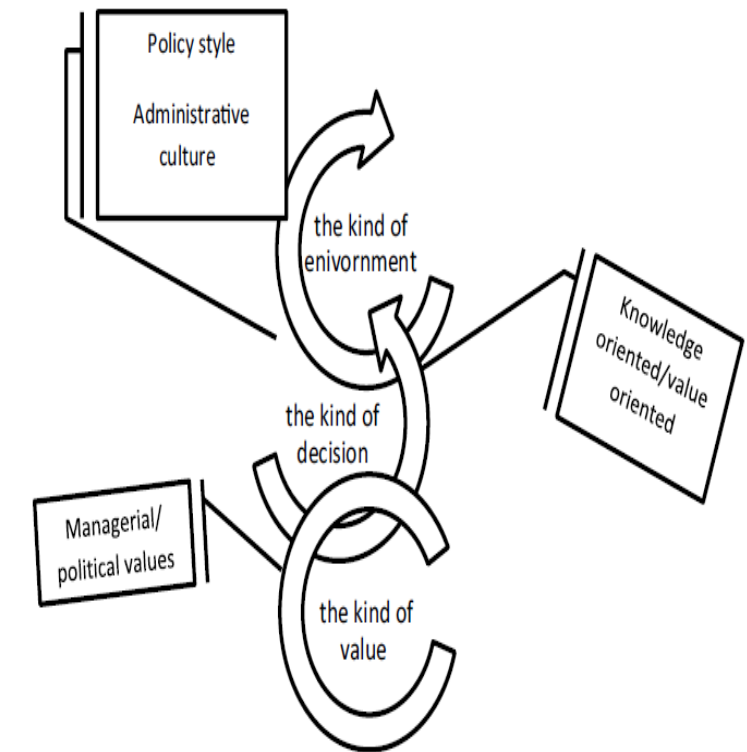


Fig. 1 The threefold layer perspective for exploring the possibility of implementing collaborative governance arrangements

Value/s

(Moore, 1995; O'Flynn, 2008; Smith, 2004; Stoker, 2006, Nabatch, 2017)

Definitions

Creating Public Value -
Moore 1995;

identifying public values as a
general outcome

Kinds

Political – participation
liberty

Organizational - authority

Legal- due process rights

Market –cost saving

Dynamic Nature

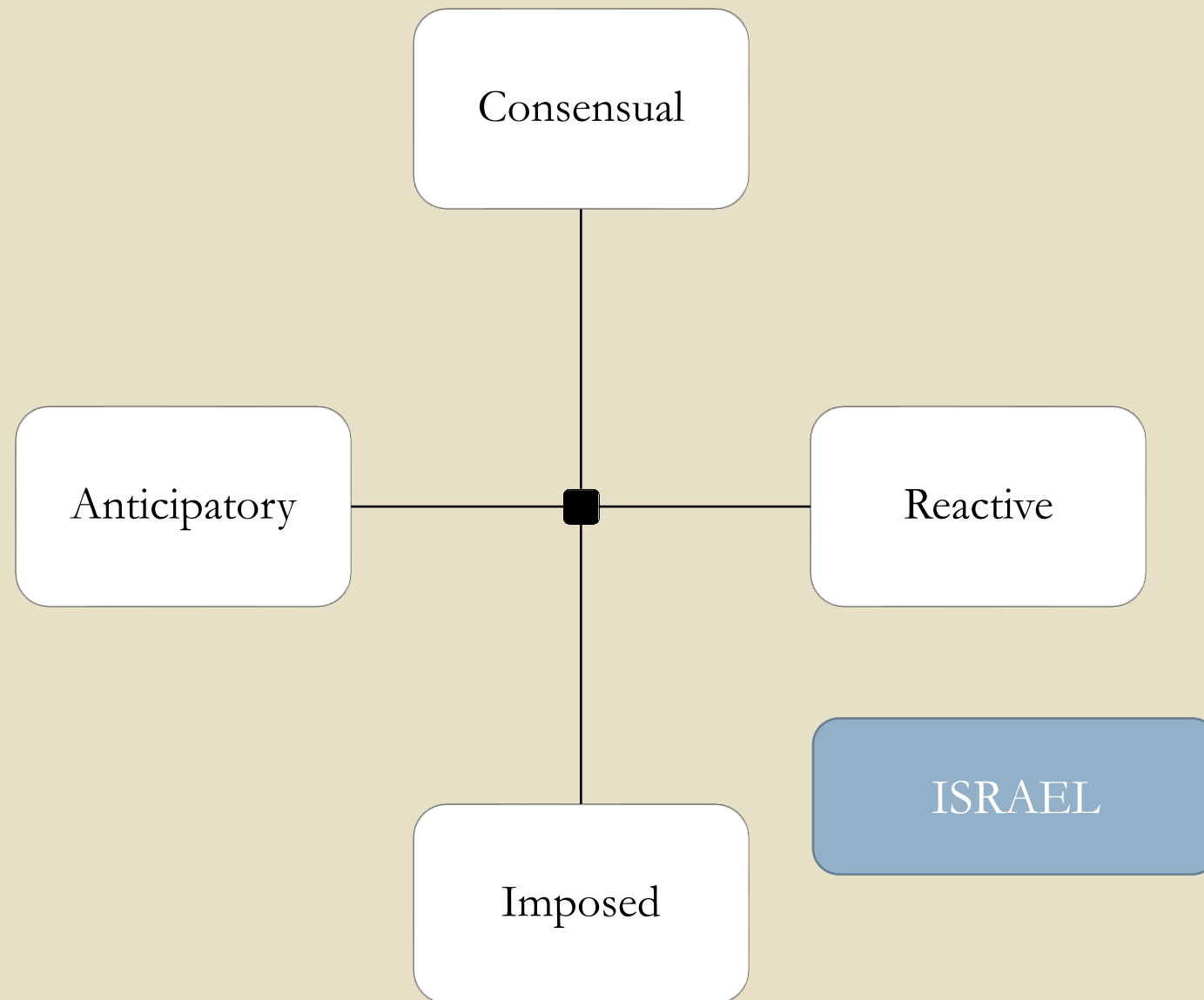
Public values are a product
of an ongoing collective,
multi-dimensional,
politically mediated process
of defining citizens'
preferences based on social
and political interactions.



Situational Decisions

	Agreement on facts	Disagreement on facts
Agreement on values	Traditional Government	Knowledge-Oriented Collaborative Governance
Disagreement on Values	Value-Oriented Collaborative Governance	Government in Search of Decisions

Context: Policy Styles & Administrative Culture



Different traditions:

The Napoleonic
The Organicist
The Anglo-Saxon
The Scandinavian

Contribution to the Field

Theoretical Development

Advancing understanding of collaborative governance arrangements

Practical Applications

Providing insights for implementing effective collaborative governance

Decision-Making Framework

Offering a perspective to guide choices in governance arrangements



Street-level Bureaucrats as Policy entrepreneurs and Collaborators: Findings from Israel and Germany (2023)

with Prof. Tanja Klenk and Dr. Noga
Pitowsky-Nave



Research Question

Do SLBs, as policy entrepreneurs, promote collaborative efforts in their work? If so, in what ways?





Street-Level Bureaucrats as Policy Entrepreneurs

1

SLBs as Policy Entrepreneurs

(Kingdon 1984; Lipski 1980; Cohen, 2021; Cohen & Aviram, 2021).

2

Collaboration and Politicization among SLBs

Ellis, 2008; Peters & Pierre, 2004; De Corte and Roose, 2020; Frisch-Aviram et al. 2020; Nouman and Cnaan, 2021).

3

Israel and Germany: The Study Context

SLBs act as policy entrepreneurs in different countries

Israel and Germany: The Study Context

Israel	Germany
Centralized state/ less formal	Continental European federal state
Reactive policy style	Rechtsstaat – the rule of law
Decentralized social services	Federal state – with Länders
A liberal regime with social-democratic roots	Corporatist roots, with recent reforms to marketize and centralize the system
Mixed welfare market – less regulation	Mixed welfare market – regulation

Research Methodology

1

Qualitative Approach

In-depth exploration of SLB experiences and perspectives

2

Semi-structured Interviews

Flexible yet focused discussions with 20 SLBs, January - June 2022

3

Comparative Analysis

Examining similarities and differences between Israeli and German contexts



Types of SLB Policy Entrepreneurs



Collaborative Policy Entrepreneurs

Actively engage in and promote collaborative efforts



Coordinator-Cooperative Entrepreneurs

Focus on coordination while maintaining cooperative relationships



Collaborative-Coordinator Policy Entrepreneurs

Balance collaboration and coordination in policy initiatives

Collaboration and SLBs as Policy Entrepreneurs: Israel and Germany

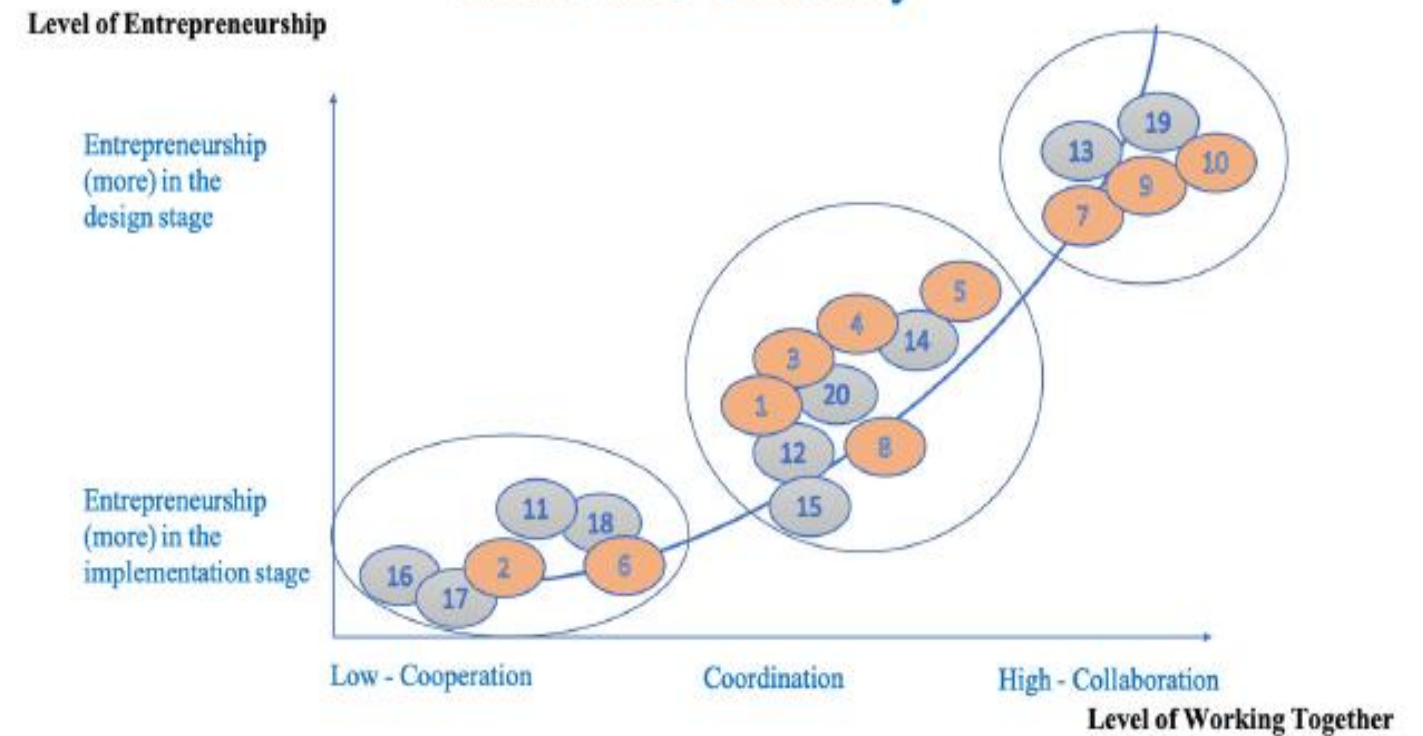


FIGURE A1 Collaboration and SLBs as policy entrepreneurs: Israel and Germany. Israel-Orange/Germany-Gray. Source: Authors' analysis.

SLB Policy Entrepreneurs & Collaborators – Examples

1. Collaborative Policy Entrepreneurs

“We can't do this alone, the social workers. We need to step aside from the social work arena and search for partners that are not from the same niche because they might see things differently...and that's when I started to involve other functions like lawyers, economists...because my goal was to change policy.”

(Yossi, a head of a community social service department, Israel)

2. Collaborative-Coordinator Policy Entrepreneurs

As a young social worker, it was clear that I needed to recruit the municipality CEO if I wanted big budgets and policy change...and when we come to him as a forum of organizations and activists, and not just as ‘Miri from the welfare department’, it's something big. They can say ‘no’ if it's just me, but they can't say ‘no’ to all of us’. (Miri, a community social services worker from Israel)

3. Coordinator-Cooperative Entrepreneurs

“The issues we discuss in our local collaborative networks are highly political. However, all we do is build consensus and prepare political decisions; it is the role of politicians to develop strategies to get appropriate measures realized.”
(Richard, a social service provider in a local public health agency, Germany)



Factors Influencing SLB Entrepreneurship

Administrative Cultures

The organizational culture impacts the type of policy entrepreneurship

Policy Styles

Different approaches to policymaking affect SLB entrepreneurial behavior



Contributions to the field

1

Theoretically

Theoretical lens with respect to the diversity of collaboration

2

Empirically

Differences between the countries

3

Practice

Not just skills of SLBs, but administrative culture

Future Research Interests

1

Collaborative Governance

Bridging the Divide: Collaborative Governance and Policy Process Theories

2

Book - Palgrave Macmillan- Public Sector Organizations

Navigating Complexity in Public Sector Organizations – The Policy Facilitator

3

Public sector employees

Fear, discrimination, perception of time



Thank You!

For more information or to discuss potential collaborations, please contact:

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IRSPM, ICPP, APSA, EUI



Street-level Bureaucrats Study

Appendix

Did you engage in attempts to change social policies as a part of your professional practice?;
'Did you engage in collaboration-forming as part of your professional practice?';
'Did you attempt to change social policy using these collaborations?'



Digital Governance and Smart Cities

1

Digital Applications

Studying innovative digital solutions in urban governance

2

Equity Advancement

Analyzing how technology can promote fairness in cities

3

Smart City Initiatives

Evaluating the effectiveness of smart city projects