

### Summary

The search for more effective methods of delivering public services began in the early 1980s in most industrialized countries. Overall, the trend has been toward reducing the role of the government in public service delivery in certain sectors of activities and encouraging the private or nonprofit sector to play a more important role. In the last decade, both industrialized and developing countries started to seek out new models of collaboration involving multi-government networks or public-private partnerships, often involving innovative use of information technology.

The objective of this research project is to enhance our understanding of multi-organizational collaborations engaged in the delivery of government services to citizens and businesses. The concept of "collaboration" here is a broad one. It includes not only public-private partnerships, but also encompasses situations involving multiple government organizations, and government working with nonprofit organizations. The defining characteristic of these endeavors is the voluntary combination of separate organizations into a coherent service delivery system supported by advanced information technologies. The rapid evolution of these technologies has created important new opportunities for governments to redesign services through creative relationships with other organizations. This research seeks to document and analyze how these collaborations develop and perform in different nations around the world.

The Center for Technology in Government and the Centre Francophone d'Informatisation des Organisations (CEFRIO) in Quebec are the major research partners in this project. It involves comparative analyses of successful collaborations in North America and Europe through case studies developed by an international network of field researchers. The study is designed to identify critical barriers, enablers, and results associated with the technologies, processes, and relationships employed across a variety of collaboration models.

### Publications & Results

#### Online Resources (1)



#### New Models of Collaboration for Delivering Government Services: A Guide for Managers

Thu, 01 Jan 2004

Governments around the world are experimenting with public service delivery systems that rely on cross-boundary collaboration among government agencies or between government and the private and non-profit sectors. This guide focuses on the key elements of these new working arrangements of particular importance to the people who will design and manage them.

#### Reports and Working Papers (2)



### New Models of Collaboration: An Overview

Fri, 01 Oct 2004

Governments around the world are experimenting with public service delivery systems that rely on cross-boundary collaboration among government agencies or between government and the private and non-profit sectors. This Overview summarizes a more complete guide that presents the success factors and case studies for 12 collaborations from around the globe.

### New Models of Collaboration for Public Service delivery

Sat, 01 Apr 2000

Collaborative partnerships in the public sector are helping to pave the way for new innovations in information and service delivery. This white paper summarizes the findings of a preliminary review of collaborative public sector service delivery methods.

### Journal Articles and Conference Papers (1)



### Understanding New Models of Collaboration for Delivering Government Services

January 2003

More and more government agencies are creating collaborative relationships to improve services they provide. This article presents a summary of an international research project that is studying eleven collaborative partnerships developed to deliver government information.

### Public Events

#### **International Colloquium: Public-Private Partnership: For Improved Government performance**

October 24-25, 2002 Quebec, QC, Canada

Round tables, plenary sessions and workshops presented actual cases that addressed numerous questions raised by the implementation of public/private partnerships:

- How well do public/private partnerships promote better government performance?
- What are the issues and challenges faced by public/private partnership managers?
- What types of partnerships have been developed to date and how have they progressed over the course of the project?
- What are the conditions for success (double leadership, transparency, etc.)?
- What kinds of traps should be avoided (pseudo-partnerships, ultra strict terms and conditions,

- etc.)?
- What kinds of problems can be solved by public/private partnerships?
- And what can be said about political accountability, quality of services, organizational culture shock and performance indicators?

[http://www.cefrio.qc.ca/english/activites\\_symp.cfm](http://www.cefrio.qc.ca/english/activites_symp.cfm)

## Press Releases & News Stories

### Press Releases

CTG Briefing Highlights Success Factors for Government Collaborations  
Fri, 28 Jan 2005

CTG Guide Outlines Key Success Factors for Government Collaborations  
Mon, 02 Feb 2004

Center for Technology in Government Launches First International Project: Grant from National Science Foundation Funds Collaboration with Canadian Group  
Tue, 23 May 2000

### News Stories

"Expanding our Reach" Innovations Newsletter, "Creating a Digital Government" issue, January 1999

Culture Clash - Finding New Models for Collaboration Dg.o Online, October 2002

## Partners

### Academic Partners

- Patricia D. Fletcher, Associate Professor, Policy Sciences Graduate Program, University of Maryland Baltimore County
- Jon Gant, Assistant Professor, Public Administration, Syracuse University
- Lisa Prefontaine, University of Quebec at Montreal, Canada

### International Partners

- CEFRIO (Centre Francophone d'Informatisation des Organisations), Quebec Province, Canada

### Center for Technology in Government

- Sharon Dawes, Principal Investigator
- Ophelia Eglene, Graduate Assistant

## Funding Sources

The US portion of this project was funded in part by the National Foundation's Digital Government

Program through grant number EIA-99832.

### Original Scope of Work

The three-year project addresses the following questions:

- Which political, institutional, socio-economic, and cultural factors promote inter-organizational collaboration? Can successful experiences be transferred among countries, and under what conditions?
- What are the characteristics and objectives of organizations that become involved in these partnerships?
- What are the critical success factors involved at each stage of the partnership building process (from inception to implementation)?
- Which technologies offer the most promising opportunities for new models of collaboration?
- What are the advantages and disadvantages of different methods of collaboration?

The project is carried out by an international network of field researchers in Canada, the US, and Europe who prepared case studies of apparently successful collaborations in their countries. A comparative analysis allows cross-cultural comparisons and identification of critical barriers, enablers, and results associated with the technologies, processes, and relationships employed in each case. The final step is the preparation and active dissemination of scholarly articles and practitioner-oriented guidelines.

The American cases include the New York State Geographic Information System Coordination Program, Access Indiana, Firstgov.gov, and the Internal Revenue Service e-File program. Nine Canadian and three European cases include collaborations associated with job services, tourism, insurance, business development, and other topics.

The study includes the preparation of separate cases, plus cross-case analysis, a practitioner-oriented management guide, the preparation of scholarly articles, and an international colloquium.

### Related Web Sites

The Intergovernmental Solutions Program

<http://www.albany.edu/igsp/>

A partnership between the University at Albany's Rockefeller College of Public Affairs & Policy and New York State to develop a professional learning community focused on intergovernmental effectiveness. Program goals are to capture and share knowledge about how successful intergovernmental work occurs.

National Science Foundation, Digital Government Program

<http://www.nsf.gov/pubs/2002/nsf02156/nsf02156.htm>

The digital government program at NSF funded this project and many others concerned with the effective use of information technology in the public sector.

Dg.o

<http://www.digitalgovernment.org/>

This is the virtual home of the NSF Digital Government Research program, operated on behalf of NSF and digital government grantees by the Digital Government Research Center at the University of Southern California.

## Contact Information

Center for Technology in Government  
University at Albany, SUNY  
187 Wolf Road, Suite 301  
Albany, NY 12205  
(518) 442-3892 (phone)  
(518) 442-3886 (fax)

Theresa Pardo

Project Manager

(518) 442-3892