

The Collaborative Governance Elements Contributing to Implementing Public-Private Partnerships: A Systematic Literature Review

Laode Nusriadi¹, Ilya Avianti², Nanny Dewi Tanzil³, Danang
Parikesit⁴

¹Doctoral Candidate in Accounting, Faculty of Economics and Business,
Padjadjaran University, Bandung, Indonesia, nusriadi@gmail.com

²Padjadjaran University, Bandung, Indonesia, ilya.avianti@unpad.ac.id

³Padjadjaran University, Bandung, Indonesia, nanny.dewi@unpad.ac.id

⁴Gadjah Mada University, Yogyakarta, Indonesia, dparikesit@ugm.ac.id

Abstract

A public-private partnerships (PPPs) are a collaborative project integrating the resources and expertise of the public and private sectors to fund public infrastructure. Third parties are key to PPPs because they enable the collaborative process. This study aimed to examine relevant collaborative governance elements contributing to implementing PPPs in boosting infrastructure development. It contributes to the body of knowledge by addressing these questions through a structured literature review. The results indicated that collaborative governance constitutes elements that existed before the PPP. The convergence of shared principles, a governance structure, and a collaborative process create a conducive environment for cooperation. This study emphasized the significance of combining contractual, procedural, and relational components. This would reduce the uncertainties resulting from the coexistence of multiple players from different contexts. Also, the combination would ensure the flexibility necessary to foster a collaborative atmosphere. New coordination mechanisms have emerged with the influence of contemporary technology and the creation of complicated forms of labor. These mechanisms include informal groups, electronic communication, teams, and the integration of managerial positions in PPPs units. Additionally, this study could assist the public and private sector managers who want to learn more about the topic, specifically regarding their business operations.

Keywords: collaborative governance, public-private partnerships, infrastructure development.

Introduction

In recent decades, governments worldwide have increasingly sought to draw on the resources and expertise through public-private partnerships (PPPs). The effort aims to fund public infrastructure and address complex social problems in the inter-organizational domain (Vangen et al., 2015). The extant literature shows that PPPs have many common characteristics irrespective of their type and nature. For instance, they allow public enterprises to adopt new organizational forms to establish different long-term contractual relationships with the private sector (Bovaird, 2004). This also aims to help share risks and benefits between the public and the private sectors (Hodge, 2005). Furthermore, PPPs seek to increase efficiency in managing the public sector through long-term relationships (Regéczi, 2005; Zadek, 2008; Zarco-Jasso, 2005). The relationships are also established to provide assets and services that would have been the sole responsibility of the public sector (Hurst & Reeves, 2004).

The traditional reliance on the public sector could not satisfy the expanding requirements of modern society. Therefore, PPPs benefit from long-term cooperative relations between public and private enterprises (Ho, 2006). These advantages are reflected through (Osborne, 2000): (a) a synergy effect, where the partners' combined efforts outweigh those of individual efforts; (b) shared leadership, where partners alternate in the leadership role during various project phases based on the necessary knowledge, skills, experience, and competences; and (c) generating value for the community.

Greasley et al. (2008) showed the trends of PPPs toward collaboration between the public and the private sectors. Many studies also presented a collaboration between these sectors as an essential partnership process (Bryson et al., 2006; Ysa, 2007). In line with this, another study showed the importance of collaborative governance to make partnerships meaningful by promoting transparency and accountability (Bortolotti & Perotti, 2007; Hall & Kennedy, 2008; Johnston & Gudergan, 2007).

There is few knowledge about the elements to consider when designing collaborative governance in PPPs for infrastructure development. Therefore, this study aimed to examine the collaborative governance elements contributing to implementing PPPs for infrastructure development. It also sought to examine the interactions between elements and the reasons they are considered necessary.

The following sections describe the methodology, the bibliographic framework, findings, and conclusions to develop an analytical framework of collaborative governance in PPPs.

Methodology

This study used a qualitative method with a thematic approach involving a structured literature review. The initial step explored the literature and determined the subjects studied recently. The analysis aimed to help understand the fundamental ideas, identify the various components, and create academic study subjects. Using the keywords “collaborative”, “governance”, and “partnership”, the search is begun by using the Scopus and Google Scholar databases. These databases were selected to locate the findings published in journals regarding public policy and administration topics. The search results were filtered by dividing them into articles published between 2005 and 2021. Furthermore, the phrase “collaborative governance” was added to the search of the abstracts.

The search criteria located 1,642 items but removed duplicates and remained with 1,601 items. The last step involved reading the abstracts and removing publications with topics unrelated to the study goals. The topics removed included the environment, information technology, natural disasters, student colleges, and political networks, remaining with only 100 articles.

Each of the 100 articles was studied, analyzed, and eliminated to remain with 33 articles published in high-quality publications. The remaining articles explored the elements of collaborative governance and their relationships. Table 1 shows the articles selected.

Table 1. Number of Journal Articles Relating to Public Policy and Public Administration

Journal Name	No. of Articles
Academy of Management Journal	1
California Management Review	1
Central European Journal of Public Policy	1
European Political Science	1
International Journal of Project Management	1
International Journal of Public Policy	2
Journal of Public Administration	1
Journal of Public Administration Research and Theory	2
Journal of Public Affairs Education	1
Journal of Community Engagement and Scholarship	1
Policy and Society	1
Public Administration	4
Public Administration Review	10
Public Management Review	2
Public Performance & Management Review	1
Strategic Management Journal	2

Journal Name	No. of Articles
The American Review of Public Administration	1
Total	33

Prepared by the authors.

The analysis of these articles was based on systematization, analyses, insights, and framework of collaborative governance in the articles published in public administration and policy journals. This systematic design facilitated identifying the elements in particular articles. The observations were synthesized and used as elements of collaborative governance in PPPs.

Collaborative Governance in PPPs

A key feature of PPPs is cooperation, implying the capability of people and organizations from the private and public sectors to work together and combine their best. This requires the parties to acknowledge that interests diverge, risks are shared, and a joint effort is made to manage PPPs (Grimsey & Lewis, 2004). In PPPs, the public sector appoints one contractor to maintain and organize the long-term service provision. The appointed contractor collaborates with several partners specialized in areas such as finances or construction. Also, governments often turn to a third party to investigate quality and performance issues in a collaborative partnership (Donahue & Zeckhauser, 2011).

Jensen (2019) stated that collaborative governance is a conceptual framework for PPPs because it emphasizes partnership collaboration. It is a governing arrangement where public agencies engage non-state stakeholders in formal, consensus-oriented, and deliberative collective decision-making to implement public policy or manage public programs or assets (Ansell & Gash, 2008). According to Emerson et al. (2012), collaborative governance is a process and structure of generating and managing public policies. It engages institutions such as the government, business entities, and third parties to realize shared goals.

A collaborative governance paradigm focuses on implementing policies in networks of mutually dependent actors. This paradigm assumes close interaction among partners or joint activities and teams (Klijn & Koppenjan, 2016). Public goals are defined and implemented through interaction and negotiation, resulting in win-win situations (Klijn & Koppenjan, 2016). Therefore, governments could support the development and adoption of collaborative solutions by adopting an orchestration role that alters how they conduct their duties (Janssen & Estevez, 2013). Relationships are mostly defined as partnerships and stewardship relations where actors have a collaborative mindset (Koppenjan, 2012).

Collaborative governance emphasizes the importance of interdependencies, collaboration, and coordination (Ansell & Gash,

2008; Osborne, 2010). Partners must agree on a standard mediation instrument that may alter how their behavior, communication, and collaboration are measured and tracked (Parker, 2007). According to Koebele (2019), collaboration is an interaction between actors built on shared beliefs and coordination. Roth et al. (2012) stated the need to ensure the coordination and execution of the activities shared by partners. This requires collaboration to involve policy development, oversight of its implementation, and the use of force, authority, influence, and negotiation.

The literature review showed that the elements of collaborative governance in partnerships are divided into four main factors. These include initial circumstances or how the prospective partners become intrigued by and decide to join the partnership. Other factors are guiding principles for partnerships, factors that impact the development and organizational structure of the partnerships, and the processes that comprise partnership governance. Table 2 lists the elements of collaborative governance in partnerships.

Table 2. Factors and Elements of Collaborative Governance

Factors and Elements	Researchers
Initial Circumstances	
Law and Regulation, Politics, Public Perception, Diplomatic Pressure, Society, Economy, Environment, Technology	Emerson et al. (2012) Ansell & Gash (2008), Purdy (2012), Johnston (2010), Bryson et al. (2014)
Resource Complementarity, Need for and Value of Diverse Perspectives, Sharing of Risk	Thomson & Perry (2006), Emerson et al. (2012), Purdy (2012)
Levels of Trust and Conflict (History Among Members)	Bryson et al. (2006), Thomson & Perry (2006), Emerson et al. (2012), Fletcher et al. (2017), Kim & Darnall (2015), Getha-Taylor (2019)
Partner Selection	Vernis et al. (2006), Bierly & Gallagher (2007), Holmberg & Cummings (2009), Emerson et al. (2012)
Shared Principles	
Fairness (Balance)	Emerson et al. (2012), Abednego & Ogunlana (2006), Alfen et al. (2009)
Transparency (Open Communication and Shared Values),	Purdy (2012), Johnston (2010), Koebele (2019), Abednego & Ogunlana (2006), Alfen et al. (2009)
Accountability (Understanding the Roles)	Ansell & Gash (2008), Zarco (2005), Schachter et al. (2017), Abednego & Ogunlana (2006), Alfen et al. (2009)
Sustainability Concerns	Bryson et al. (2006), Purdy (2012),

Factors and Elements	Researchers
	Abednego & Ogunlana (2006), Alfen et al. (2009)
Effectiveness and Efficiency (Meet the Needs)	Emerson et al. (2012), Ulibarri et al. (2020), Purdy (2012), Abednego & Ogunlana (2006), Alfen et al. (2009)
Governance Structure	
Formal and Informal Relationships	Aggarwal et al. (2011), Connelly et al. (2012), Ulibarri et al. (2016)
Roles and Responsibilities of Members	Provan & Kenis (2005), Bryson et al. (2006), McGuire (2006), Kim & Darnall (2015), Stadtler (2011), Bryson & Crosby (2006), Derakhshan (2021)
Collaborative Process	
Managing Activities	Bryson et al. (2006), Thomson & Perry (2006), Weber & Khademian (2008) Emerson et al. (2012), Kumar (2014)
Integrative and Unifying Leadership	Thomson & Perry (2006), Weber & Khademian (2008), Hogg et al. (2012), Bryson et al. (2006), Bryson & Crosby (2015), Crosby & Bryson (2010, 2012), Morse & Stephens (2012)
Collective Decision Making (Combined Efforts and Mutuality of Legitimacy)	Thomson & Perry (2006), Chris Ansell & Gash (2008), Emerson et al. (2012), Bryson et al. (2006), Provan et al. (2008), Morse & Stephens (2012), Zarco (2005)
Commitment to Process and Trust Building	Emerson et al. (2012), Morse & Stephens (2012)
Control and Evaluation of Output/Outcome and Rewarding Efforts	Bryson et al. (2006), Provan & Kenis (2005), Weber & Khademian (2008), Kumar (2014)
Purposes	
Provide and Managing Public Assets and Public Services	Ansell & Gash, 2008; Yang et al., 2013; Abednego & Ogunlana, 2006; Alfen et al., 2009

Prepared by the authors.

Initial Circumstances

Studies on the initial circumstances examined the elements affecting the creation of partnerships, such as the law and regulations (Emerson et al., 2012). Discussions about the perceptions of potential partners regarding their resource complementarity, interdependence, and the sharing of risks were also covered (Cummings & Holmberg, 2012; Thomson &

Perry, 2006). Other pertinent elements include the participants' past cooperation, the trust and conflict that already exist (Bryson et al., 2006; Thomson & Perry, 2006), and partner selection (Holmberg & Cummings, 2009).

Shared Principles

Studies proposed several shared principles of partnerships (Abednego & Ogunlana, 2006; Alfen et al., 2009; Ansell & Gash, 2008; Emerson et al., 2012; Emerson, 2018; Florini & Pauli, 2018; Jaturakomol, 2021; Robitaille et al., 2017):

- Fairness implies a precise interaction mechanism from the design or planning to implementation. It entails paying attention to the fulfillment of the rights of all parties involved;
- Transparency in providing information, ensuring the ease of obtaining accurate and sufficient information to increase the parties' trust;
- Accountability, which refers to taking responsibility for accomplishing results or objectives;
- Sustainability, implying using proactive strategies to achieve favorable results and positively impact the organization; and
- Effectiveness and efficiency refer to a precise control and monitoring system for implementing a partnership and comprehensive administration.

Governance Structure

The structure of governance in PPPs comprises formal relationships among members, as well as their roles and responsibilities (Aggarwal et al., 2011; Connelly et al., 2012; Provan & Kenis, 2008). The implementation of contracts and organizational frameworks does not guarantee to form of partnerships due to their formal structure. The addition of partnerships requires a unique procedure formed through ongoing dialogue between partners or multiple rounds of renegotiation. Personal ties, unofficial obligations, understandings between partners, and informal relationships influence how partnerships are established (Thomson & Perry, 2006).

Collaborative Process

Collaborative processes link the contract and the performance (Nielsen, 2010). This process constitutes various mediation tools, including naturally occurring formalized or unformalized, rigid or flexible, and permanent or transitory routine activities. Other studies suggested that as trust and commitment to the collaborative process grow stronger, along with the presence of leadership and confidence, members become more vital to collaborative governance (Emerson et al., 2012; Morse & Stephens, 2012).

Purposes

One goal of PPPs is to utilize the management expertise, business practices, financial capability, and efficient organization of the private sector. This ensures that the private sector provides public services better and more efficiently than the public sector (Yang et al., 2013). Abednego & Ogunlana (2006) stated that the two components of project success in PPPs are project management and product success. Project management success has four main components, including (a) meeting time, (b) cost and quality objectives, (c) quality of the project management process, and (d) satisfying project stakeholders' needs regarding the project management process. In contrast, product success has three main components, including (a) meeting the project owner's strategic organizational objectives, (b) satisfying users' needs, and (c) satisfying stakeholders' needs regarding the product.

Discussion

PPPs have certain key components that help ensure their success. These components include a good match of potential partner organizations before establishing a partnership and the shared vision and benefit to each organization. Other components are expectations about the partnership, each partner's language and culture, and underlying motivation (Canzanelli, 2013). Governing PPPs imply horizontal collaboration and negotiation between actors and create three conditions that facilitate these processes: (a) there should be an arrangement between the public and non-state stakeholders to make joint decisions; (b) this arrangement is based on mutual understanding and common goals; (c) the involvement aims to provide public services or assets.

In PPPs, a public authority is concerned as a client to a private entity and a partner that bears a part of the project's risk. The public partner has different roles in each of the project stages. They analyze public needs, adopt national development and sector strategies, identify investment needs and announce public tenders, and prepare a draft of the PPPs agreements. Furthermore, public partners define the performances and standards to be achieved by the private partners. They oversee the implementation of tasks and monitor public services in line with national and project objectives. In contrast, private partners build, fund, and manage capital goods and maintain them following the standards defined by the public partner in a PPPs agreement. They establish a special purpose vehicle or company, which may be their ownership or a shareholding of different companies selected through a public tender to implement PPPs projects (Yescombe & Farquharson, 2018).

Key public partners are technical, financial, and legal advisors, while private partners include architects, constructors, and operators

(Robinson et al., 2010). Several other participants play a role in PPPs, including banks and creditors, insurance companies, independent auditors, subcontractors, and other advisers. Furthermore, PPPs sometimes use a third party to fulfill some requirements, such as helping solve economic, social, and environmental problems. Third parties also help establish good relationships with public administrations. They help develop relationships with and facilitate the actions of other local private and public actors (Canzanelli, 2013). Third parties aid in fostering trust and motivation by facilitating collaboration through mutual understanding and proving an early success in problem areas (Jensen, 2019). According to Ansell & Gash (2008), third parties ensure the integrity of the consensus-building process. This means it should aim to create horizontal ties between the partners and favor balance (Provan & Kenis, 2008). Third parties are outside the partnership and are not direct beneficiaries of the project. They typically come from nongovernmental organizations, academia, aid organizations, international agencies, and private firms, or they could be other stakeholders (Khawaja et al., 2018).

Osborne (2000) suggested that the foundation of PPPs is its relevant legislation, the national sector strategy, and supporting legislation. These elements define the types of services and the expected results. They guide in identifying relevant public institutions and their roles, expertise, and resources available to the public sector. Furthermore, the elements help verify the compensation to the private partner stipulated in the agreement. They are also essential in verifying the agreement's duration, as well as the necessary processes and mechanisms of monitoring and control to achieve the planned results (Petkovic et al., 2015). These PPPs aspects are the initial circumstances considered when deciding to form a partnership and the impact on collaborative governance (Ansell & Gash, 2008; Bryson et al., 2006; Emerson et al., 2012; Purdy, 2012; Thomson & Perry, 2006). Asymmetries in power, resources, and knowledge between involved stakeholders and history of conflict or collaboration are external to the collaborative process. However, they impact the decision of potential partners to form and join a partnership, as well as the formation and structure of collaboration (Emerson et al., 2012).

This initial degree of confidence influences the incentives for and limitations on PPPs involvement. This confidence is based on both participants' history and inequalities of power, resources, and knowledge (Ansell & Gash, 2008). Successful collaboration establishes high trust among the stakeholders at the beginning of the collaboration and vice versa. According to their relative power, resources, and knowledge, stakeholders may believe they are better or worse off than other stakeholders. This perception could also determine the trust during the initial phase of PPPs because stakeholders that believe they are disadvantaged cannot believe they would be fairly represented. When this confluence of initial circumstances results in PPPs, the

stakeholders must collaborate with shared principles. They must also structure interactions to ensure the partnership's functionality, such as the organizational structure, operational processes, contract, and other intangible components that constitute mechanisms and control tools (Bryson et al., 2006; Provan & Kenis, 2008).

The actual process of structuring collaborative governance in PPPs starts with the decision to form a partnership. It also begins when it has been determined that shared principles exist or there is a willingness to build them. The shared principles that strongly influence the continuity of collaborative governance include fairness, transparency, accountability, sustainability, effectiveness, and efficiency (Abednego & Ogunlana, 2006; Alfen et al., 2009; Ansell & Gash, 2008; Emerson et al., 2012; Purdy, 2012). All partnership developments, including its governance and results, should be informed and subject to these principles. Potential partners join a partnership only when everyone behaves as expected (Bryson et al., 2006; Emerson et al., 2012; Thomson & Perry, 2006).

Shared principles should be operationalized by a governance structure comprising formal and informal relationships, as well as the partners' roles and responsibilities (Aggarwal et al., 2011; Boyer et al., 2016; Connelly et al., 2012; Kim & Darnall, 2016). The formal relationship is described in the contract and should include guidelines, standards, and provisions. It should also include the structure for managing and directing the partnership and the party responsible (Agranoff, 2006; Bryson et al., 2006; Provan & Kenis, 2008; Thomson & Perry, 2006). PPPs include several different contracts that regulate and formalize the participants' behavior. These comprise concession, direct, shareholders', credit facility, design and build, as well as operation and maintenance contracts. A vital element of the legal structure of every PPP is the project or concession agreement. This document stipulates the rights and obligations of the public and private partners. Moreover, it indicates the specifications and results expected from the private partner in the concession period and the risk allocation. The precise risk allocation is the most critical link in realizing PPPs. It is the basis for preparing subcontracts related to design, construction, operation, and maintenance contracts.

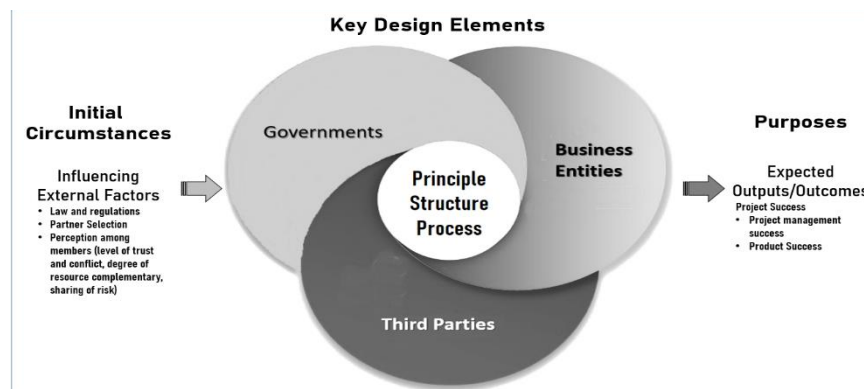
There is a component that comprises many procedures and tools used to oversee the partnership's daily operations. These include; (a) communication to create contextual symmetry and limit opportunistic behavior; (b) managing the disputes in partnerships comprising numerous actors with various worldviews and cultures; (c) the evolution of goals, which may have been in agreement when the partnership was established. However, it may need renegotiation as the partnership grows and its environment changes (Bryson et al., 2006; Kumar, 2014; Thomson & Perry, 2006). Since the participants have varying degrees of

power and prestige, the decision-making process should promote consensus and balance rather than requiring uniformity (Emerson et al., 2012).

PPPs' complex environments necessitate including the relational component in collaborative governance. These components comprise several elements interacting with intangibles; (a) identity comprises symbolic and cognitive elements such as claims, indications, assigned and perceived values, codes, understandings, and concepts (Hardy et al., 2003); (b) unspoken understandings and presumptions govern a relationship (Thomson & Perry, 2006); (c) vision comprises objectives to be attained and is influenced by perceptions and ideological stances (Emerson et al., 2012); (d) there is fairness, ownership, acceptance, and secure environments where resources, information, and skills are transferred (Vernis et al., 2006). According to Ansell and Gash (2007), the collaborative process entails negotiating and creating trust among stakeholders. Trust underlies all the elements of relational components and provides the foundation on which a collaborative atmosphere might develop (Thomson & Perry, 2006; Vernis et al., 2006).

The many PPPs participants increase the need for explicit coordination as a mechanism for integrating individual and organizational efforts toward a single goal. However, the concession is usually insufficient and is not a guarantee of success because partners enter into conflicts, contract breaches, and disputes. Traditional coordination mechanisms (Mintzberg, 1980) include direct supervision, mutual adjustment, input and output standardization, knowledge, and skills. These mechanisms are being increasingly replaced by soft organizational instruments, such as culture, leadership, trust, and communication (Burton & Obel, 2004; Jones, 2013). Additionally, the influence of modern technology and complex forms of labor have resulted in new coordination mechanisms. These include informal groups, electronic communication, teams, and integrating managerial positions (Galbraith, 2014).

Figure 1. An Analytical Framework of Collaborative Governance in PPPs



Prepared by the authors.

Figure 1 shows a proposed analytical framework of collaborative governance that integrates government, business entities, and third parties efforts in PPPs based on the literature review. Legislations, partner selection, and perceptions of potential members affect the creation of partnerships to attain PPPs project success. Key design elements of collaborative governance are shared principles, governance structure, and collaborative process. These elements converge to support the construction of an environment conducive to collaborative work. The combination of procedural, contractual, and relational components lessens the uncertainties caused by the coexistence of several actors from various contexts. Also, it ensures the flexibility required to create a collaborative environment.

Maintaining a balance among contractual, procedural, and relational components is crucial, not optional. Governance emphasizing the contractual component caused by unfavorable initial conditions, such as conflicts and mistrust, may translate into control-heavy procedures and obstruct the development of trust and a collaborative environment. Structures with high centralization, independence, and autonomy may limit partners' participation. These structures may fail to promote the development of collaboration-based values, such as participants' commitment to defining and carrying out responsibilities. Overly restrictive processes could be challenging to foster a collaborative environment and achieve the required results. This could occur when some systems cannot adapt to developing implicit agreements and assumptions that govern a relationship. Subsequently, the systems may renegotiate along the way and form a new consensus and understanding. Examples of rigid processes are narrowly defined outcomes that identify goals without striving to accomplish them. Other communication protocols minimize the importance of uniform access and compartmentalizing information.

It is crucial for all PPPs participants that managers or coordinators play an integrative role and are engaged in distributing and controlling the tasks performed. Since this is a partnership between public and private partners, both sides must be represented in the project leadership, a concept known as co-leadership. A country must have an established central PPPs unit that oversees and channels the realization of these projects. This unit coordinates the different public institutions involved in the procurement process and the implementation of PPPs projects (Petkovic et al., 2015).

Conclusion

This study aimed to identify the collaborative governance elements and the justifications for their perceived significance in implementing PPPs for infrastructure development. It provided a framework based on the

scholarly literature on the topics published between 2005 and 2021. The topics were published in public policy and public administration journals and indexed in the Scopus and Google Scholar databases. The findings indicated four main factors used to categorize the elements of collaborative governance in PPPs. These include initial circumstances, referring to how potential partners become intrigued by and decide to join the partnership. Other factors are partnership guiding principles, factors that impact the partnerships' development and organizational structure, and governance processes. The success of PPPs projects depends on legislation, partner choice, and perceptions among participants. Furthermore, the shared values influencing a collaborative governance's ability to continue are fairness, openness, accountability, sustainability, effectiveness, and efficiency. Shared principles should be implemented through a governance structure that includes formal and informal interactions, as well as partner roles and duties. This study underlined the importance of procedural, contractual, and relational components in reducing the uncertainties caused by the coexistence of actors from various contexts. The components also ensure the flexibility required to create a collaborative environment. In line with this, maintaining a balance among contractual, procedural, and relational components is essential, not optional. New coordination mechanisms have emerged due to the influence of modern technology and complex forms of labor. These mechanisms include informal groups, electronic communication, teams, and the integration of managerial positions. They help public and private sector managers learn more about the subject and potential assistance with their company operations. Therefore, these findings contribute to an analytical collaborative governance framework that integrates government, business entities, and third parties' efforts in PPPs.

Authors' Contributions

All of the authors listed have made a substantial, direct, and intellectual contribution to the work and approved it for publication.

Conflict of Interest Statement

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Acknowledgment

The authors fully acknowledge the support of Padjadjaran University, which made this important research viable and effective.

Bibliography

Abednego, M. P., & Ogunlana, S. O. (2006). Good project governance for proper risk allocation in public-private partnerships in Indonesia. *International*

- Journal of Project Management, 24(7), 622–634.
<https://doi.org/10.1016/j.ijproman.2006.07.010>
- Aggarwal, V. A., Siggelkow, N., & Singh, H. (2011). The Effect of Firm Compensation Structures on the Mobility and Entrepreneurship of Extreme Performers. *Strategic Management Journal*, 32(October), 705–730. <https://doi.org/10.1002/smj.900>
- Agranoff, R. (2006). Inside collaborative networks: Ten lessons for public managers. *Public Administration Review*, 66(SUPPL. 1), 56–65. <https://doi.org/10.1111/j.1540-6210.2006.00666.x>
- Alfen, H. W., Kalidindi, S. N., Ogunlana, S., Wang, S., Abednego, M. P., Frank-Jungbecker, A., Jan, Y.-C. A., Ke, Y., Liu, Y., Singh, L. B., & Zhao, G. (2009). Public-Private Partnership in infrastructure development: Case studies from Asia and Europe.
- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- Bortolotti, B., & Perotti, E. (2007). From government to regulatory governance: Privatization and the residual role of the state. *World Bank Research Observer*, 22(1), 53–66. <https://doi.org/10.1093/wbro/lkl006>
- Bovaird, T. (2004). Public-private partnerships: From contested concepts to prevalent practice. *International Review of Administrative Sciences*, 70(2), 199–215. <https://doi.org/10.1177/0020852304044250>
- Boyer, E. J., Van Slyke, D. M., & Rogers, J. D. (2016). An Empirical Examination of Public Involvement in Public-Private Partnerships: Qualifying the Benefits of Public Involvement in PPPs. *Journal of Public Administration Research and Theory*, 26(1), 45–61. <https://doi.org/10.1093/jopart/muv008>
- Bryson, J. M., Crosby, B. C., & Stone, M. M. (2006). The design and implementation of cross-sector collaborations: Propositions from the literature. *Public Administration Review*, 66(SUPPL. 1), 44–55. <https://doi.org/10.1111/j.1540-6210.2006.00665.x>
- Burton, R. M., & Obel, B. (2004). *Strategic Organizational Diagnosis and Design: The Dynamics of Fit* (3rd edition). Springer US.
- Canzanelli, G. (2013). Public Private Partnership: from the contractual to the multi-stakeholders cooperative model. August, 1–26. http://www.ilsleda.org/usr_files/papers/public_private__059463.pdf
- Connelly, B. L., Miller, T., & Devers, C. E. (2012). The Effect of Firm Compensation Structures on the Mobility and Entrepreneurship of Extreme Performers. *Strategic Management Journal*, 33(July), 820–833. <https://doi.org/10.1002/smj>
- Cummings, J. L., & Holmberg, S. R. (2012). Best-fit Alliance Partners: The Use of Critical Success Factors in a Comprehensive Partner Selection Process. *Long Range Planning*, 45(2–3), 136–159. <https://doi.org/10.1016/j.lrp.2012.01.001>
- Donahue, J. D., & Zeckhauser, R. J. (2011). *Collaborative Governance: Private Roles for Public Goals in Turbulent Times*. Princeton University Press.
- Emerson, K. (2018). Collaborative governance of public health in low- and middle-income countries : lessons from research in public administration. 1–9. <https://doi.org/10.1136/bmjgh-2017-000381>

- Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22(1), 1–29. <https://doi.org/10.1093/jopart/mur011>
- Florini, A., & Pauli, M. (2018). Collaborative governance for the Sustainable Development Goals. *Asia and the Pacific Policy Studies*, 5(3), 583–598. <https://doi.org/10.1002/app5.252>
- Galbraith, J. R. (2014). *Designing Organizations: Strategy, Structure, and Process at the Business Unit and Enterprise Levels* (3rd Editio, Vol. 1999, Issue December). Jossey-Bass.
- Greasley, K., Watson, P. J., & Patel, S. (2008). The formation of public-public partnerships: A case study examination of collaboration on a “back to work” initiative. *International Journal of Public Sector Management*, 21(3), 305–313. <https://doi.org/10.1108/09513550810863204>
- Grimsey, D., & Lewis, M. K. (2004). *Public Private Partnerships the Worldwide Revolution in Infrastructure Provision and Project Finance* (Vol. 15, Issue 2). Edward Elgar Publishing, Inc.
- Hall, L. M., & Kennedy, S. S. (2008). Public and nonprofit management and the “new governance.” *American Review of Public Administration*, 38(3), 307–321. <https://doi.org/10.1177/0275074007309153>
- Hardy, C., Phillips, N., & Lawrence, T. B. (2003). Resources, Knowledge and Influence: The Organizational Effects of Interorganizational Collaboration* - Hardy - 2003 - Journal of Management Studies - Wiley Online Library. *Journal of Management Studies*, 3010(40), 2. <https://pdfs.semanticscholar.org/d748/8fda7be4ffbbad6e0d82442bbde5da55e73d.pdf%0Ahttp://onlinelibrary.wiley.com/doi/10.1111/1467-6486.00342/pdf>
- Ho, D. P. H. K. (2006). Development of Public Private Partnerships (PPPs) in China. *Surveyors Times*, 15(10), 1–5.
- Hodge, G. (2005). Public–private partnerships: the Australasian experience with physical infrastructure. In G. Hodge & C. Greve (Eds.), *The Challenge of Public – Private Partnerships* (pp. 305–331). Academia.
- Holmberg, S. R., & Cummings, J. L. (2009). Building Successful Strategic Alliances. *Strategic Process and Analytical Tool for Selecting Partner Industries and Firms*. *Long Range Planning*, 42(2), 164–193. <https://doi.org/10.1016/j.lrp.2009.01.004>
- Hurst, C., & Reeves, E. (2004). An economic analysis of Ireland’s first public private partnership. *International Journal of Public Sector Management*, 17(5), 379–388. <https://doi.org/10.1108/09513550410546570>
- Janssen, M., & Estevez, E. (2013). Lean government and platform-based governance-Doing more with less. *Government Information Quarterly*, 30(SUPPL. 1), S1–S8. <https://doi.org/10.1016/j.giq.2012.11.003>
- Jaturakomol, P. (2021). *Collaborative Governance and Governance Principles of Natural Resource Management: Water Management in the Lower Mekong Basin Alternative formats* If you require this document in an alternative format , please contact: Collaborative Governance and Govern. [https://researchportal.bath.ac.uk/en/studentthesis/collaborative-governance-and-governance-principles-of-natural-resource-management-water-management-in-the-lower-mekong-basin\(4fbcf634-3121-4228-8e4c-7c3b5f87fa29\).html](https://researchportal.bath.ac.uk/en/studentthesis/collaborative-governance-and-governance-principles-of-natural-resource-management-water-management-in-the-lower-mekong-basin(4fbcf634-3121-4228-8e4c-7c3b5f87fa29).html)

- Jensen, J. N. (2019). Collaborative Governance in Public-Private Partnerships [Columbia Mailman School of Public Health]. <https://doi.org/10.7916/d8-mxyz-3y51>
- Johnston, J., & Gudergan, S. P. (2007). Governance of public-private partnerships: Lessons learnt from an Australian case? *International Review of Administrative Sciences*, 73(4), 569–582. <https://doi.org/10.1177/0020852307083459>
- Jones, G. R. (2013). Organizational theory, design, and change. In Pearson Education. Pearson Education Limited.
- Khawaja, A., Arnold, A.-K., Smith, E., & Scott, C. (2018). Environment and Social Framework for IPF (Investment Project Financing) Operations: Third Party Monitoring. *Good Practice Note*, 2–27. <http://documents.worldbank.org/curated/en/578001530208566471/Environment-and-Social-Framework-ESF-Good-Practice-Note-on-Third-Party-Monitoring-English.pdf>
- Kim, Y., & Darnall, N. (2016). Business as a Collaborative Partner: Understanding Firms' Sociopolitical Support for Policy Formation. *Public Administration Review*, 76(2), 326–337. <https://doi.org/10.1111/puar.12463>
- Klijn, E. H., & Koppenjan, J. (2016). *Governance Networks in the Public Sector*. Routledge.
- Koebele, E. A. (2019). Integrating collaborative governance theory with the Advocacy Coalition Framework. *Journal of Public Policy*, 39(1), 35–64. <https://doi.org/10.1017/S0143814X18000041>
- Koppenjan, J. (2012). The new public governance in public service delivery-reconciling efficiency and quality. In Eleven International Publishing.
- Kumar, R. (2014). Managing Ambiguity in Strategic Alliances. *California Management Review*, 55(4), 82–102. <https://doi.org/10.1111/j.1835-9310.1982.tb01239.x>
- Mintzberg, H. (1980). Structure in 5's: A Synthesis of the Research on Organization Design. *Management Science*, 26(3), 322–341. <https://doi.org/10.1287/mnsc.26.3.322>
- Morse, R. S., & Stephens, J. B. (2012). Teaching Collaborative Governance: Phases, Competencies, and Case-Based Learning. *Journal of Public Affairs Education*, 18(3), 565–583. <https://doi.org/10.1080/15236803.2012.12001700>
- Nielsen, B. B. (2010). Strategic fit, contractual, and procedural governance in alliances. *Journal of Business Research*, 63(7), 682–689. <https://doi.org/10.1016/j.jbusres.2009.05.001>
- Osborne, S. P. (2000). *Public-private partnerships, theory and practice in international perspective*. Routledge, London.
- Osborne, S. P. (2010). The New Public Governance?: Emerging perspectives on the theory and practice of public governance. In S. P. Osborne (Ed.), *The New Public Governance?: Emerging Perspectives on the Theory and Practice of Public Governance*. Routledge. <https://doi.org/10.4324/9780203861684>
- Parker, R. (2007). Networked governance or just networks? Local governance of the knowledge economy in Limerick (Ireland) and Karlskrona (Sweden). *Political Studies*, 55(1), 113–132. <https://doi.org/10.1111/j.1467-9248.2007.00624.x>

- Petkovic, M., Djedovic-Negre, D., & Lukic, J. (2015). Public-Private Partnerships: Interorganizational Design as Key Success Factor. *Management - Journal for Theory and Practice of Management*, 20(77), 01–11. <https://doi.org/10.7595/management.fon.2015.0028>
- Provan, K. G., & Kenis, P. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of Public Administration Research and Theory*, 18(2), 229–252. <https://doi.org/10.1093/jopart/mum015>
- Purdy, J. M. (2012). A Framework for Assessing Power in Collaborative Governance Processes. *Public Administration Review*, 72(3), 409–417. <https://doi.org/10.1111/j.1540-6210.2012.02525.x>
- Regéczi, D. (2005). Limited Partnership: The Lack of Public – Private Partnerships. *Business Strategy and the Environment*, 14, 205–215.
- Robinson, H., Carillo, P., Anumba, C. J., & Patel, M. (2010). *Governance and Knowledge Management for Public-Private Partnerships*. (1st editio, Vol. 1999, Issue December). Blackwell's publishing.
- Robitaille, P. A., Shahi, C., Smith, M. A., & Luckai, N. (2017). Growing together: A principle-based approach to building collaborative Indigenous partnerships in Canada's forest sector. *Forestry Chronicle*, 93(1), 44–57. <https://doi.org/10.5558/tfc2017-010>
- Roth, A. L., Wegner, D., Antunes Júnior, J. A. V., & Padula, A. D. (2012). Diferenças e inter-relações dos conceitos de governança e gestão de redes horizontais de empresas: contribuições para o campo de estudos. *Revista de Administração*, March, 112–123. <https://doi.org/10.5700/rausp1029>
- Thomson, A. M., & Perry, J. L. (2006). Collaboration Processes: Inside the Black Box. December. <https://doi.org/10.1111/j.1540-6210.2006.00663.x>
- Vangen, S., Hayes, J. P., & Cornforth, C. (2015). Governing Cross-Sector, Inter-Organizational Collaborations. *Public Management Review*, 17(9), 1–23. <https://doi.org/10.1080/14719037.2014.903658>
- Vernis, A., Iglesias, M., Sanz, B., & Saz-Carranza, À. (2006). Nonprofit Organizations: Challenges and Collaboration. *Nonprofit Organizations: Challenges and Collaboration*, 182. <https://doi.org/10.1057/9780230505889>
- Yang, Y., Hou, Y., & Wang, Y. (2013). On the Development of Public-Private Partnerships in Transitional Economies: An Explanatory Framework. *Public Administration Review*, 73(2), 301–310. <https://doi.org/10.1111/j.1540-6210.2012.02672.x>
- Yescombe, E. R., & Farquharson, E. (2018). Public-private partnerships for Infrastructure: Principles of Policy and Finance. In *Public-Private Partnerships for Infrastructure Development* (2nd Editio). Butterworth-Heinemann, Elsevier Ltd. <https://doi.org/10.4337/9781788973182.00008>
- Ysa, T. (2007). Governance forms in urban public-private partnerships. *International Public Management Journal*, 10(1), 35–57. <https://doi.org/10.1080/10967490601185724>
- Zadek, S. (2008). Global collaborative governance: There is no alternative. *Corporate Governance*, 8(4), 374–388. <https://doi.org/10.1108/14720700810899121>
- Zarco-Jasso, H. (2005). Public-private partnerships: a multidimensional model for contracting. *International Journal of Public Policy*, 1(1–2), 22–40. <https://doi.org/10.1504/ijpp.2005.007791>