

Cambridge Elements

Elements in Public and Nonprofit Administration

edited by

Andrew Whitford

University of Georgia

Robert Christensen

Brigham Young University

RETROFITTING COLLABORATION INTO THE NEW PUBLIC MANAGEMENT

Evidence from New Zealand

Elizabeth Eppel

Victoria University of Wellington

Rosemary O'Leary

University of Kansas



CAMBRIDGE
UNIVERSITY PRESS

Cambridge University Press
978-1-108-82281-7 — Retrofitting Collaboration into the New Public Management
Elizabeth Eppel, Rosemary O'Leary
Frontmatter
[More Information](#)

CAMBRIDGE
UNIVERSITY PRESS

University Printing House, Cambridge CB2 8BS, United Kingdom
One Liberty Plaza, 20th Floor, New York, NY 10006, USA
477 Williamstown Road, Port Melbourne, VIC 3207, Australia
314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,
New Delhi – 110025, India
103 Penang Road, #05–06/07, Visioncrest Commercial, Singapore 238467

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of education, learning, and research at the highest international levels of excellence.

www.cambridge.org
Information on this title: www.cambridge.org/9781108822817
DOI: 10.1017/9781108906357

© Elizabeth Eppel and Rosemary O'Leary 2021

This publication is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press.

First published 2021

A catalogue record for this publication is available from the British Library.

ISBN 978-1-108-82281-7 Paperback
ISSN 2515-4303 (online)
ISSN 2515-429X (print)

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.

Retrofitting Collaboration into the New Public Management

Evidence from New Zealand

Elements in Public and Nonprofit Administration

DOI: 10.1017/9781108906357
First published online: August 2021

Elizabeth Eppel
Victoria University of Wellington

Rosemary O'Leary
University of Kansas

Author for correspondence: Rosemary O'Leary, oleary@ku.edu

Abstract: This Element is about the challenges of working collaboratively in and with governments in countries with a strong New Public Management (NPM) influence. As the evidence from New Zealand analyzed in this study demonstrates, collaboration – working across organization boundaries and with the public – was not inherently a part of the NPM and was often discouraged or ignored. When the need for collaborative public management approaches became obvious, efforts centered around “retrofitting” collaboration into the NPM, with mixed results. This Element analyzes the impediments and catalysts to collaboration in strong NPM governments and concludes that significant modification of the standard NPM operational model is needed, including the following: alternative institutions for funding, design, delivery, monitoring, and accountability; new performance indicators; incentives and rewards for collaboration; training public servants in collaboration; collaboration champions, guardians, complexity translators, and stewards; and paradoxically, NPM governance processes designed to make collaborative decisions stick.

Keywords: collaboration, new public management, retrofitting collaboration, public administration

© Elizabeth Eppel and Rosemary O'Leary 2021

ISBNs: 9781108822817 (PB), 9781108906357 (OC)
ISSNs: 2515-4303 (online), 2515-429X (print)

Contents

1	NPM around the World	1
2	Collaboration as a Public Management Tool	11
3	New Zealand, the NPM Poster Child, But Maybe Not So for Collaboration	20
4	Collaborating in Spite of the System	30
5	Freshwater Governance and Collaboration: A Better Way?	40
6	What Is Needed to Retrofit Collaboration into Strong NPM Governments?	51
	References	69