

Index

- Aadhaar (India), 212n8
 absorptive capacity, 228n25
 access impediments, 54, 55–56
 accountability, 78, 82–83, 181
 AccuData, 91
 Acumen, 122
 Agarwal, Ruchir, 159
 AIDS/HIV, 43
 prevention, 81
 threat of, 91
 Albuquerque, Breno, 162
 Alonso, José, 67
 Amazon rainforest, Brazil, 133
 Amsden, Alice, 147, 148, 164
 Amtrak, United States, 84
Anarchy, State, and Utopia (Nozick), 21
 Andrews, Rhys, 67
 Anísio Jobim Penitentiary Complex, 2
 Ashraf, Nava, 81
- B Corp certification, 122
 Bai, Jessica, 143, 161
 BancoEstado bank, Chile, 24
 BancoSol, Bolivia, 127
 Bandiera, Oriana, 81
 Barber, Brad, 125
 Barney, Jay, 123
 Bastani, Hamsa, 112
 Battilana, Julie, 127
 Bayati, Mohsen, 112
 Bebhuk, Lucian, 141
 Ben & Jerry's, 122
 Bennett, John, 63
 Bentham, Jeremy, 34, 36
 Berg, Florian, 129
 Berlin, Isaiah, 6
 Bernstein, Shai, 143
 Bevan, Gwyn, 110
 Biden, Joe, 1
 Big Issue Invest, 107
 Big Society Capital, 96, 107
- Bill and Melinda French Gates Foundation, 30
 biodiversity products, 133
 biotechnology firms, 90
 B-Lab, 122
 BlackRock, 121
 Blair, Tony, 50, 110
 Bloomberg Philanthropies, 109, 184
 Bolivia, 167
 bottom-of-the-pyramid (BoP) segments, 122
 Brazil
 Ipsos Public Affairs, 65, 193
 Operation Car Wash (Lava Jato), 230n39
 public initiatives in, 72
 Brazilian National Development Bank
 (BNDES), 149, 162–164
 Bridges Ventures, 22, 96, 107
 British Broadcasting Corporation (BBC), 79
 bus rapid transit (BRT), Curitiba, 71
- Cabral, Sandro, 1, 12, 88, 114
 Caja Los Andes, 127
 California Department of Transportation
 (Caltrans), 17
 capable government. *See* government
 capabilities
 charter schools, 4, 68, 70
 Children's Investment Fund Foundation, 105
 Chile
 BancoEstado bank, 24
 Corfo development agency, 142, 149
 school vouchers case, 60
 subsidies system, 24
 China
 Huoshenshan Hospital, 90
 and SOEs, 177, 186
 Telecom, 49
 China Development Bank (CDB), 149
 Churchill, Winston, 79
 Coase, Ronald, 8–9, 18, 79
 Cohen, Ronald, 96, 97, 107, 120
 collaboration, 78, 85–86

- commitment, 78, 83–85
 common-pool resources, 15
 complementary services, 43
 microcredits, 64
 in UK, 110
 Conservative–Liberal Democrat coalition,
 UK, 67
 control group, 91, 114, 131
 coordination, 117–118, 119, 145
 Coppola, Francis Ford, 71
 Corfo, Chile, 142, 149
 CoronaVac, Sinovac Biotech, 90
 corporate social responsibility (CSR), 121, 129
 corruption, 3
 avoiding, 13, 19
 internal, 82
 in public contracts, 179
 cost–quality trade-off, 2, 10–11, 27, 28,
 154, 182
 neglecting service attributes, 52, 62
 counterfactual scenarios, 44, 45
 COVID-19 pandemic
 government capabilities during, 158–159
 health crisis, 41
 public–private collaborations, 5
 speed premium, 159
 surge capacity, 158–159
 Cowen, Tyler, 159
 Crenshaw, Kimberlé, 34
 crowding out effect, 160, 161
 Curitiba, BRT, 71, 72, 73

 Danone, 122
 Das, Jishnu, 81
 de Aghion, Beatriz Armendáriz, 150
 de Azevedo, Paulo Furquim, 1
 de Mello, Rodrigo Bandeira, 163
 de Ree, Joppe, 181
 Decarolis, Francesco, 76
 decision control, 61
 decision trees, 77
 access impediments, 54, 55–56
 delivery options, 47, 52–53
 governance remedies, 54
 service attributes, 54, 56–58
 supply constraints, 54, 58–61
 delivery options, 46–47
 comparing, 50
 decision tree for choosing, 52–53
 perceived legitimacy constrains, 65–67
 public–private organizations joint
 occurrence, 69–70
 Dev, Abhishek, 143
 Development Bank of Nigeria (DBN), 224n29
 development banks, 151

 Brazilian National Development Bank
 (BNDES), 162–164
 Corfo, 142
 Inter-American Development Bank, 97
 development financial institutions, 149
 development impact bond (DIB), 97, 104,
 128
 Dharavi slum, Mumbai, India, 22
 direct contract, 102
 disadvantaged populations, 28, 35
 inclusion, 20, 33
 prioritizing, 36
 water/sanitation rights of, 34, 39, 40
 discrimination, race/gender, 33, 37
 distributed leadership, 80
 Donahue, John, 3
 Dorado, Silvia, 127
 Drobak, John, 75

 East Mississippi Correctional Facility, 1
Economist, *The* (article), 97
 Edovo, 184
 effectiveness, 2, 12, 28, 31–32
 and inclusion, 35
 efficiency wage, 13, 181
 Elyo, France, 166
 embedded autonomy, 149, 160, 214n30
 England
 Bridges Ventures, 22
 privatization in, 8
 equifinality, 92
 eSeva project, India, 76, 79, 91
 ESG ratings, 123, 129
 Esmée Fairbairn Foundation, 106, 109
 Evans, Peter, 149
 execution, 78, 80–82
 external engagement, and government
 capabilities, 73, 73, 91
 externalization, 49

 FastFWD, Philadelphia, 184
 Federal Railroad Administration, USA, 85
 Federal Reserve System, USA, 179
 financial intermediary, 103
 Fink, Larry, 121
 firm-level social contract, 138
 Firpo, Sergio, 114
 Flammer, Caroline, 124
 foreign firms, 175
 Foster, Vivien, 165, 185
 Freeman, R. Edward, 137
 Friedman, Milton, 48, 61
 frugal innovations, 156
 Fukuyama, Francis, 75
 Furquim, Paulo, 12

264

Gates, Bill, 30
 Gaule, Patrick, 159
 gender discrimination, 34
 GIIN (Global Impact Investing Network), 121
 GIIRS (Global Impact Investing Report System), 122
 Gil, Ricard, 17
 Giridharadas, Anand, 133
 Giuffrida, Leonardo, 76
 Goh, Joel, 112
 golden shares, 229n34
 Goldman Sachs, 108, 113
 Gonzalez-Uribe, Juanita, 143
 governance remedies, 54
 government capabilities
 accountability, 82–83, 148
 building, 179–180
 collaboration, 85–86
 commitment, 83–85, 148
 COVID-19 case, 88–89, 158–159
 dimensions of, 77
 engagement paths, 91–92
 execution, 80–82
 external engagement and, 73, 73, 91
 increased effectiveness of public delivery, 92–93, 93
 mobilization, 79–80
 policy making, 77–79, 147
 in poorly governed countries, 74–75
 in public–private collaborations, 86–87
 as surge capacity, 88–89, 158–159
 to implement industrial policies, 149
 government failures, 45, 75, 167
 competition to reduce, 69
 and industrial policy, 145
 privatization as solution, 67
 and public bads, 18–19, 28
 governmental venture capital (GCV), 226n49
 government-sponsored programs, 143, 155
 Grameen Bank, 3, 63, 127
 greenwashing, 129
 Grimaldi, Daniel, 162
 Gustaf, Carl XVI (King), 215n41

 Hammond, Alan, 22
 Hardin, Garrett, 15
 Harsanyi, John, 41
 Hart, Oliver, 2, 10, 23, 200n2
 Health Results Innovation Trust Fund (HRITF), 105
 Heining, Jörg, 140
 Henry VIII (King), 8
heuristics, 53
 Hobbes, Thomas, 14
 hold-up problem, 60

Index

Holla, Alaka, 81
 Holmstrom, Bengt, 99
 Hood, Christopher, 110
 horizontal policies, 146
 HSV model, 10
 Huoshenshan Hospital, China, 90
 hybrid public–private collaborations, 4, 5
 Hyderabad, Water Supply and Sewerage Board project, 76, 80, 91
 Hydro-Quebec International, 166

 Ideia Big Data, 66
 IDinsight, 105
 impact investors, 22, 24, 106, 120, 128, 139
 impact washing, 129
 implementation stage, of privatization, 166, 168, 171–172
 incentives, 62
 for public managers, 81
 power/weakness of, 100–101
 inclusion, 3, 28
 of disadvantaged groups, 20
 and effectiveness, 35
 in sanitation services, 7
 utilitarian approach, 37
 water/sanitation dilemmas, 39
 income deprivation, 20
 independent evaluator, 103
 India
 eSeva project, 76, 79
 frugal policy in, 156
 public initiatives in, 72
 indirect private government, 183
 Industrial Bank of Korea, 177
 industrial policies, 143, 144–145
 information technology, 92
 informativeness principle, 99
 institutional factors, 74
 institutional transformation, 179
 Inter-American Development Bank, 150
 internal affairs divisions, 82
 internal public engagement, 91
intersectionality, 34
 investor-based contracts, 103, 105, 107
Invisible Heart, The (documentary), 99, 109
 Iossa, Elisabetta, 63, 76
 Ipsos Public Affairs, 65, 193
 IPUCC (Institute of Urban Research and Planning of Curitiba), 73
 IRIS (Impact Reporting and Investment Standards), 122
 islands of excellence, 212n9
 Ito, Nobuiki, 72

- J. B. & M. K. Pritzker Family Foundation, 113
 Jack, B. Kelsey, 81
 Jäger, Simon, 140
- Kaul, Aseem, 129
 KfW, Germany, 149, 155
 kids for cash scandal, 57
 Kivleniece, Ilze, 88
 Klein, Peter, 19
 Koelbel, Julian, 129
 Kolchin, Vladimir, 89
 Korea Development Bank (KDB), 149
 Kremer, Michael, 121
- Labour Party, UK, 50, 67
 Lazzarini, Sergio G., 1, 88, 163, 176
 leadership patterns, 76, 80
 Leal, Guilherme, 139
 learning externality, 145, 151
 learning spillovers, 175
 Leatherbee, Michael, 143
 legitimacy, 25, 28, 65–67, 169
 defined, 210n40
 perceived, 26
 Lerner, Jaime, 71, 72, 80
 Lerner, Josh, 143
 Leviathan, 14–17
 as a majority investor, 176
 as a minority investor, 177
 providing public goods, 19
 Levy, David, 85
 liability of foreignness, 175
 lighthouse services, 8
 List, John, 129
 Lokshin, Michael, 89
 Luo, Jiao, 129
- Machado, Luciano, 162
 Mahoney, Joseph, 19
 Malaysia, housing subsidies in, 59, 60
 Marcon, Rosilene, 163
 marginal costs, 45
 Marion, Justin, 17
 market failure, 28
 market failures, 17
 Mason, Dame Caroline, 109
 Mazzucato, Mariana, 147, 160
 Mbembe, Achille, 183
 McGahan, Anita, 19, 134
 measurement systems, in outcome-based
 contracts
 focusing on outputs, 109–110
 imprecise metrics, 112–113
 inappropriate target design, 116
 manipulative metrics, 110–111
 non-consideration of public values, 116–117
 poor analysis of provider's contribution,
 113–115
 verification, lack of, 111–112
 Medicare, 111
 Megginson, William, 19, 165
 Micco, Alejandro, 154
 microcredits, 63
 microfinance, 127
 microloans, 3
 Milgrom, Paul, 100
 Miller, Gary, 84
 mission-oriented policies, 147
 Mississippi, East Mississippi Correctional
 Facility, 1
 mobilization, 78, 79–80
 Modi, Narendra, 157
 Mohpal, Aakash, 81
 Mollisi, Vincenzo, 76
 Moore, John, 66
 Moreni, Fatemeh, 129
 Morgan, J. P., 22, 120
 Morse, Adair, 125
 M-Pesa (Africa), 157
 multitasking, 32, 100, 118
 Muralidharan, Karthik, 81, 181
 Musacchio, Aldo, 163, 176
 MyCiTi BRT project, 86
 Mycoskie, Blake, 131
- Naidu, Chandrababu, 79
 nationalist privatization, 171–172
 Natura, 133
 business model, 134
 Eco Park, 137
 shareholder-controlled company, 139
 natural resources, 15
 NEET (not in education, employment, or
 training) young people, 105
 Nestlé, 132
 Niskanen, William, 19
 normative core, 137
 North, Douglass, 74
 Nozick, Robert, 21
- Obrador, Andrés Manuel López, 132
 Oliveira, Felipe, 72
 Operation Clean Hands (*Mani pulite*), 180
 operational capacity, 77
 opposition groups, 169
 Ostrom, Elinor, 14
 outcome-based contracts, 97, 99, 197
 evolution of, 105
 incentives power/weakness, 100–101
 investor-based contracts, 107

- outcome-based contracts (cont.)
 investors in, 102, 103
 measurement systems. *See* measurement systems, in outcome-based contracts
 snapshot, 105
 virtues of coordination, 117–118
 Ovanessoff, Armen, 72
- Pacino, Al, 82
 Panizza, Ugo, 154
 Paraná, Brazil, prison in, 3, 4, 13
 partial privatization, 177
 Passos, Pedro, 139
 Paycheck Protection Program, 90
 pay-for-success contracts, 102, 111
 Peart, Sandra, 85
 Pemex, Mexico, 176
 perceived legitimacy, 4, 26, 65–67, 134
 Perry, Mark, 156
 Peterborough prison, 14
 SIB in, 96, 103, 117
 Philadelphia, FastFWD, 184
 philanthropy, 129
 Pinochet, Augusto, 60
 pitching privatization, 183
 Pitelis, Christos, 19
 pluralism, 185
 Poczter, Sharon, 177
 policy making, 77–79, 78
 polycentric systems, 202n21
 Pongeluppe, Leandro, 72, 134
 poor communities, 3
 Porter, Michael, 121
 post-privatization stage, of privatization, 168, 173–174
 poverty premium estimation, 22
 Pradhan, Menno, 181
 Prahalad, C. K., 22, 122
 preparatory stage, of privatization, 165, 167, 167–171
 Principles of Responsible Investments (PRI), 123
 prison management
 dealing with internal conflicts, 10
 in Paraná, 3, 4, 13
 privatization and commercialization of, 2
 public supervision, 12, 187
 training programs, 10
 warden, 3, 13
 private banks, 69, 150
 private capabilities
 developing surge capacity, 158–159
 development banks, 149–150
 during crisis, 162–163
 frugal innovations, 156
 industrial policy, 144–145
 need for development banks, 151
 public support crowding out, 160
 Private Finance Initiative (PFI), 50–52
 private firms, 5, 17, 48
 private funding, 160
 private investors
 elusive impact, 131
 irreconcilable differences, 127–128
 mission drift and impact washing, 129
 non-financial trade-offs, 124, 125
 profit impact, 121
 in public initiatives, 24–27, 27, 82, 116
 responsibilities of, 139
 social investments of, 5
 private schools, 7, 21, 60
 privatization
 building government capabilities, 179–180
 by delegation, 167, 173
 by divesture, 167, 170, 172, 173
 failures of, 165
 implementation stage of, 171–172
 and justice, 19–24
 legitimacy of, 24–27
 nationalist, 171–172
 partial, 177
 pitching, 183
 plural solutions, 185
 post-privatization stage of, 173–174
 preparatory stage of, 165, 167–171
 process of, 167, 167–171
 public units as state-controlled corporations, 176–177
 of SOEs, 65, 194
 water/sanitation services, 30
 privatized prisons, 2
 public wardens compensation, 13
 quality dimensions, 11
 underperformance of, 14
 probity, 25
 problem-based procurement initiatives, 184
 procedural source, of legitimacy, 65
 Progressive Era of 1890–1920, 179
 public bads, 18–19, 51
 Leviathan providing, 19
 in low-capacity state, 75
 public banks, 64, 69
 public-budget-pay, 49
 public bureaucracy, 80, 85, 179
 public capacity, 213n13
 public contracts, 176
 corruption in, 179
 investors in, 102
 public firms, 35, 47, 70
 public funding, 161
 public goods, 7

- private participation in, 8–9
 to public values, 24–27
 public management, 19, 35
 and relational governance, 203n23
 public schools, 2, 7
 Public Value Management, 206n12
 public values, 24–27, 28, 35, 41
 public–private collaborations, 3, 68
 coexistence of, 68
 during COVID-19 pandemic, 5
 forms of delivery, 46–47, 47
 government capabilities in, 86–87
 HIV testing services case, 43
 hybrid, 4, 5
 scope decisions, 49
 user-pay/public-budget-pay, 49
 public–private partnerships (PPPs), 214n30
 public–public collaborations, 85
- Quelin, Bertrand, 88
- Radfar, Math, 99
 Rana, Anshul, 165, 185
 randomized controlled trials (RCTs), 114, 117
 ratchet effect, 218n29
 Ravallion, Martin, 89
 Ravitch, Diane, 68, 70
 Rawls, John, 20, 37
 Reagan, Ronald, 19
 recidivism, 10, 14, 99
 Rikers Island prison, 109
 regression discontinuity design, 67
 Reinvent the Toilet Challenge initiative, 30
 relational contract, 189
 relational governance, 16, 28, 203n23
 residual control rights, 201n10
 resocialization, 10
 results-based financing, 105, 137
 rhino bond, Conservation Capital, 106
 Rigobon, Roberto, 129
 Rikers Island prison, New York, 109
 risk-incentive trade-off, 100
 RNA-based vaccine, 90, 178
 Robinson, David, 96
 Rockefeller Foundation, 122
 Rodrik, Dani, 145, 146, 162
 Rogers, Halsey, 181
 Roodman, David, 128
 Roosevelt, Theodore, 179
 Rosneft, Russia, 177
 rules of thumb, 53
- Samuelson, Paul, 7, 8
 sanitation services, 30
 inclusion in, 7
- Santos, Leonardo, 162
 Sarkozy, Nicolas, 178
 Schoefer, Benjamin, 140
 scope decisions, 49, 63
 Seabra, Antônio Luiz, 139
 self-governance, 16
 Sen, Amartya, 20
 Senegal, 166
 Senelec, Senegal, 166
 Seo, Haram, 129
 service attributes, 4, 15, 54, 56–58, 93
 shared leadership, 78, 80
 shared value, 206n12
 Shleifer, Andrei, 2, 10, 167
 Simon, Herbert, 53
 Siyakha Nentsha initiative, 91
 Small Business Administration (SBA), 90
 social contractualism, 37, 40
 social embeddedness, 202n22
 Social Finance, 96, 103
 social impact bond (SIB), 14, 96, 99
 in Lisbon, Portugal, 108
 risk transfer, 104
 in United States, 108
 Utah, 117
 social impacts, 206n12
 social justice, 21, 28
 social outcomes. *See* outcome-based contracts
 social value creation, 35, 191
 socially oriented business models, 137
 socially responsible investing (SRI), 122
 soft budget constraint, 224n27
 South Africa, 37
 MyCiTi BRT project, 86
 public initiatives in, 72
 Siyakha Nentsha initiative, 91
 South Korea, 148
 industrial policy in, 144
 Ministry of Economy and Finance, 182
 Spagnolo, Giancarlo, 76
 sponsorship, 63
 stakeholders, 22
 Start Foundation, 106
 Start-Up Chile program, 142, 146, 155
 state capacity, 75
 state capitalism, 165
 state ownership, 18
 state policies, 223n9
 State-owned Assets Supervision and
 Administration Commission of the State
 Council (SASAC), China, 177
 state-owned banks, 150
 state-owned enterprises (SOEs), 69, 170,
 176–177, 182
 privatization of, 65, 194

268

Stone, Christopher, 83
 strategy triangle, 204n39
 structural determinants, of legitimacy, 67
 subgame perfect equilibrium (SPE), 189
 sunset clause, 162
 supply constraints, 54, 58–61
 surge capacity, 88–89, 158–159
 Sustainable Development Goals (SDGs), 136
 Sustein, Cass, 84

Taiwan, industrial policy in, 144
 Tallarita, Roberto, 141
 Tanzania, 166
 targets-and-terror system, 110
 teaching to the test, 32
 Telecom, China, 49
 Telenor, Norway, 177
 Temasek, Singapore, 178
 Teodorovicz, Thomaz, 114
 Thatcher, Margaret, 50
Theory of Justice, A (Rawls), 20
 TOMS, 131
 Toyota, 134
 tragedy of the commons, 15
 transaction costs, 11
 treated beneficiaries, 114
 Trinity House, 8
 triple bottom line (TBL) approach, 121

UBS Optimus Foundation, 104
 ultimate principals, 138
 United Kingdom
 National Health Service (NHS), 110
 United Nations Human Rights Council, 37
 United States
 institutional transformation in, 179
 vocational rehabilitation programs, 102

Index

user-pay, 49
 utilitarianism, 35
 and inclusion, 37
 pros and cons of, 40

value creation, 51
 value for money methodology, 50
 veil of ignorance, 20
 Vermeule, Adrian, 84
 vertical policies, 146
 Vishny, Robert, 2, 10, 167
 vouchers, 60
 Vox Capital, Brazil, 22
 vulnerability, 33

Washington Consensus, 165, 184
 Water Services Act of 1997, 37
 Water Supply and Sewerage Board project
 (Hyderabad), 76, 79, 91
 Weber, Max, 25
 Whitford, Andrew, 84
 Wilde, Oscar, 133
 Williamson, John, 165, 184
 Williamson, Oliver, 25, 59, 64
 Wong, Joseph, 215n39
 World Bank, 97, 105, 150, 182
 World Federation of Development Financing
 Institutions, 150
 World Governance Indicators database, 212n7

Yasuda, Ayako, 125
 Yegen, Eyub, 14
 Yeyati, Eduardo Levy, 154
 Yunus, Muhammad, 3, 128

Zambia, HIV testing in, 43, 45, 81
 Zingales, Luigi, 23