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Repowerment beyond Empowerment:
Collaborative Accountability of Civil Society,
Corporates, and Civil Servants

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Introduction

- Problem statements
 - “Crisis of trust”
 - “Who is accountable for the social and public problems?”
- The answers beyond market failure and government failure
 - “Accountability HOLE” due to “citizen failure”
 - “Accountability BLACK HOLE” due to unrealistic (i.e., too highly inflated) expectation of government’s accountability
- This study was designed to explore not a new theory, but a new lens of “collaborative accountability”.

Accountability & 4CAs model

- **Accountability and other similar concepts**
 - Obligation: legal or ethical duty
 - Liability: legal and monetary obligation
 - Responsibility: whether to respond to inquiry, without strict requirement of response
 - Accountability: whether to respond to inquiry, based on a more reciprocal “principal-agent” relationship
- **4CAs: Collaborative Accountability**
 - Civil society’s Accountability: individual citizens, CSOs, the press
 - Corporates’ Accountability: non-/for-profit organizations in the market system
 - Civil servants’ Accountability: central-/local governments, public institutions
- **Core ideas of 4CAs**
 - ALL the three actors playing as agents (managers) accountable to one another
 - Collaborative accountability beyond collaborative governance
 - Re-powering beyond empowering

4CAs model of collaborative accountability

Principal (the empowering; those in need)	Agent (the empowered; those who are accountable and/or expected to play roles serving the principals)		
	Civil society, citizens	Corporates, market	Civil servants, government
Civil society, citizens (individual citizens, CSOs, the press)	<u>Self-accountable citizenry</u>	<u>Socially accountable corporates</u>	<u>Re-powering governance</u>
Corporates, market (not-/for-profit organizations)	<u>Economically accountable citizens</u>	<u>Sustainable econ-system</u>	
Civil servants, government (central-/local governments, public institutions)	<u>Empowering governance</u>		<u>Team government</u>
	Civil society's accountability (the main source of citizen failure)	Corporates' accountability (the main source of market failure)	Civil servants' accountability (the main source of government failure)
	Collaborative accountability		

4CAs model of collaborative accountability (continued)

Principal (the empowering; those in need)	Agent (the empowered; those who are accountable and/or expected to play roles serving the principals)		
	Civil society, citizens	Corporates, market	Civil servants, government
Civil society, citizens (individual citizens, CSOs, the press)	<u>Self-accountable citizenry</u> <ul style="list-style-type: none"> • Self-sustaining/protecting • Responsibility to community (social capital; public service motivation, PSM) • Responsibility to natural environment and future generation 	<u>Socially accountable corporates</u> <ul style="list-style-type: none"> • Responsible employer • Corporate social responsibility (CSR); creating shared value (CSV) • Social economy; social enterprises • Green business; green economy 	<u>Re-powering governance</u> <ul style="list-style-type: none"> • New public management (NPM); Post-NPM • Remediating market failure; helping corporates' accountability • Complementing citizen failure; helping civil society's accountability • Government as justice advocate
Corporates, market (not-/for-profit organizations)	<u>Economically accountable citizens</u> <ul style="list-style-type: none"> • Responsible employee • Responsible consumer, investor, prosumer, and observer 	<u>Sustainable econ-system</u> <ul style="list-style-type: none"> • Fair and transparent operation, competition, and trade • Symbiotic partnership 	<ul style="list-style-type: none"> • Government as platform, facilitator, and mediator • Smart policies using the behavioral sciences
Civil servants, government (central-/local governments, public institutions)	<u>Empowering governance</u> <ul style="list-style-type: none"> • Participatory governance (voice, co-produce, utilize) • Contracting out; public-private-partnership (PPP) 		<u>Team government</u> <ul style="list-style-type: none"> • Correcting government failure • Intra-/inter-organizational cooperation and collaboration among the public sector actors

Conclusion & future research/practices

- Empowerment vs. Re-empowerment

	Empowerment	Re-empowerment
Key term	Collaborative governance (協治)	Collaborative accountability (協任)
Key point	Devolving the power for citizens and corporates to be served as principals	Returning the power for citizens and corporates to serve as agents
Metaphor	Letting citizens and corporates row; letting government steer	Letting citizens and corporates steer and row; letting government build and improve the boat (i.e., the platform)

- Revisiting government's accountability

- Beyond just helping citizens and corporates, rather helping citizens and corporates meet their accountabilities
- Toward Gov. 4.0 (platform government), beyond Gov. 3.0 (open government)

- Future research and practices

- Drivers and impacts of the interactions among the 4CAs components
- How to ensure and promote 4CAs