



# מנהיגות וממשל

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# ÇaÎÊÒÍ · ÕÎÍ ÒÍ · ÕÎÍÝÌ Ê · ÖÕÐÒÒÚÛÊ× · ÖÏÎÐ · ÊÎÒÇà

ÒÒÐÒÒÍÊ \$ÍàààÍ ÒÊÍ×ÛÒÚàÍÊÍ à×ÍÊà× ÕÏ à× Û×ÒÇàÊÍÒÊàÊ ÕÏÒÒÐÒÒÚÊ× ÕÏÐçàÍÛ×ÊÊ  
ÚÛÊ× ÍÊÐçÒ×ã× ÕÒàÚÒÐÍàÓÍ ÕÏÍÒÊÛàààÍÍ ÕÒÍÍ ÕÊàÇã×ã× ÕÒÐÇàÇàÛ ãÒÊÒààÝÊ×  
ÒÊàÊ ÇàÊÇàÒÊÍ Í×àÊÐÍÒÒà ÕÏÊàÇààÝÊÍ Í×àÊÐàÍàààÍÍ ÕÌßÒÒÒÐààÍÊàÚÛ "ÏÒÐÒ  
ÒÒ× \$ààÍ àà ÊÐ ÇÍ ÊÍ ÑàÍÍ ààÊàÇàÛ ãÒÊà ÕÒÇà× ÕÒß× ÕÛÍÍ×àÍ ÕààÝÊ× "ÍÒÊÍÛÒÒÍ ÛÍ Õ  
ÒÛÊÇÍ à Õ× ÇÍ ÕÐàÝà àÇà ÍßÒÇàÍ ÕÏÒÚÊÒÐÍÍ "ÒÒÑçàÍÛÒÑ×ÊÛààà× ÕÐÒÍÊÍ à  
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4 Anthony M. Bertelli and Craig R. Smith, "Relational Contracting and Network Management," *Journal of Public Administration Research and Theory*, Vol. 20 No. 1 (2010): 26-27.













# Contractual Governance (CTR) vs. Relational Governance (RELN)

RELN is a dynamic process that evolves over time. It is characterized by a focus on relationships and trust between parties, rather than on formal contracts and legal enforcement. This approach is often used in complex, long-term projects where the relationships between parties are crucial for success.

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Phase	Bid/Contract	Build	Operate
High	CTR	CTR	CTR
Medium			CTR/ RELN
Low	RELN	RELN	RELN
Critical Events	Tendering seminar	>430 contract changes	Relationship away days

Fig. 4. Governance dynamics in hospital case.

Phase	Bid/Contract	Build	Operate
High		CTR/RELN	CTR
Medium	CTR/RELN		RELN
Low		RELN	RELN
Critical Events	Site search (2 years)	Additional staircase	Water-pipe incident

Contractual Governance (CTR) vs. Relational Governance (RELN)

24 Jurong Zheng, Jens K. Roehrich, Michael A. Lewis, "The dynamics of contractual and relational governance: Evidence from long-term public-private procurement arrangements," Journal of Purchasing & Supply Management Vol. 14 (2008): 50-52.  
25 Ibid.

áYÚ àÊÇÏ ÇàÇÛ · Çà×Í Çà××Í ÇàááááÍ ÇÛÇàÍ àÇà ÎÏÍÍ àá×ÊÏÇàÊËËÛàÊÇÛËà #ÐÇààÇ · \$  
ÕÏ ÇàÇÛ·Í àÏÊÏÍÎÊ ÐÛÇàÛÊÇà×ÍÊà×Í ÕÏÛÇà·àÊËàÝÏÊà 'àÇàÍÍ ÊÇàÊ\$ÇàÝÍ àÏÊ×ÇàÍ  
Ìáá× ÇàÇàÝÛ àÊÇàÇàÏÇà× áÇÇà× àÇàÍ ÍÍÊÇàÊàÏÇàÍÍ ÇÏÊ\$Çà àÊÇàÍ ÇàÝÛ àÊ  
ÇàÍÍ ÕÊÊÍ àáÇà Çà ãÛàÊáÍ Çà àÇàÊ\$ÇàÍÍ ÇàÇàÊÊÍ ÇÏÍÊÍÍ àÇàÊÇàáááÍ à ÊÇàÛ\$ÇàÍ  
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26 Eoin Reeves, "The Practice of Contracting in Privet Public Partnerships: Transaction cost and Relational Contracting in the Irish School Sector," Public Administration Vol. 86, No. 4 (2008): 984-985.



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