GOVERNANCE OF CROSS-CUTTING POLICIES (CCP) IN AGENCIFIED GOVERNMENTS

PhD project from the KU Leuven, Belgium
Researcher: Astrid Molenveld[1]
Under supervision of: Prof. Dr. Koen Verhoest[2]
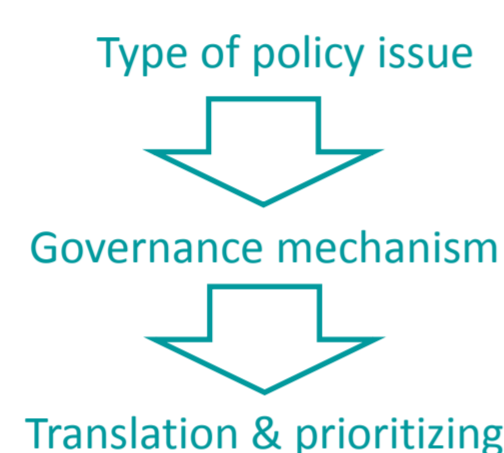
1. Introduction & problem definition

Cross-cutting policies (CCP) intersect functional lines of departments, agencies and related entities → multiplicity of actors
CCP need an integrated policy response to tackle complex policy issues → governance and coordination

Challenge: finding governance mechanisms that lead to an appropriate internal 'translation' to the administration of the tasks and actions accompanying the policy issues.

Central research question

What governance mechanisms should be used for different kinds of cross-cutting policies and under which circumstances?

Two causal mechanisms

Type of policy issue
⬇
Governance mechanism
⬇
Translation & prioritizing

2. Central concepts

Governance
Whole of task allocation, management and coordination of organizations.

Operationalization: 3 basic categories: fundamental basic options that shape and determine governance instruments.
→ Hierarchy (authority, rules, stable hierarchy between actors, long-term commitments)
→ Market (exchange based on competition and self-interest, use of incentives)
→ Network (focus on information exchange and interaction based on equality, trust, loyalty and solidarity, strive for consensus)
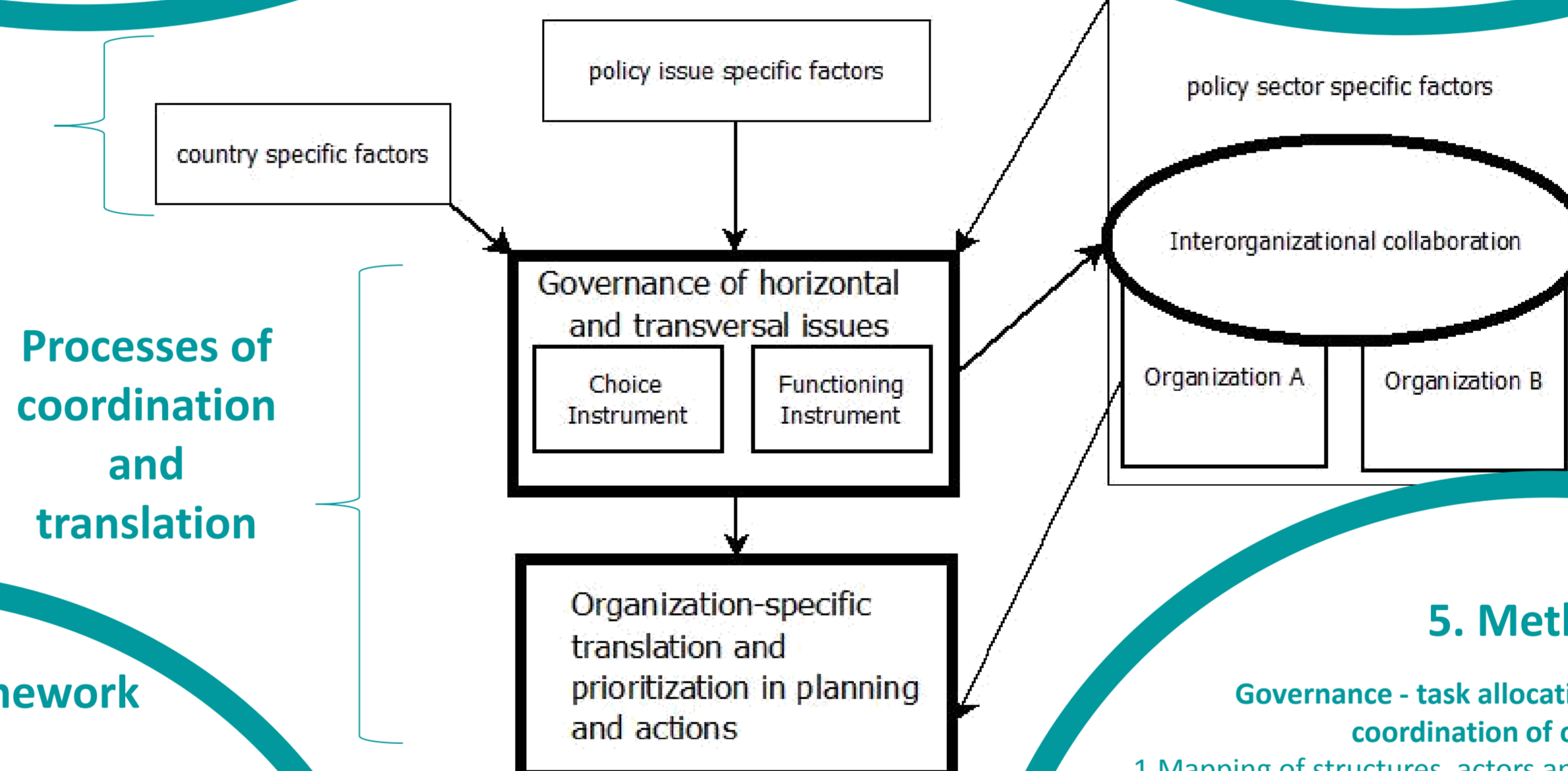
Coordination
Instruments and mechanisms that 'fine-tune' tasks and actions of government agencies. Tangible manifestation of governance. Examples: bottom-up strategic management, information exchange systems, coordination functions, culture management, ...

Operationalization:
→ Arsenal (authority -, incentive-and information -/ interaction based)
→ Variety of classification criteria (degree of formality, management- versus structural instruments, underlying coordination mechanism, underlying coordination agent)

Context

policy issue specific factors

country specific factors

policy sector specific factors

Interorganizational collaboration

Processes of coordination and translation

Governance of horizontal and transversal issues
- Choice Instrument
- Functioning Instrument

Organization A   Organization B

Organization-specific translation and prioritization in planning and actions

3. Theoretical framework

Context
1. Policy issue type: wicked or tame issues, political urgent/symbolic politics/political non-urgent.
2. Policy sector: historic and social institutionalism, rational choice theory, open system theory and contingency organization theory.
3. Country: historic and social institutionalism, rational choice, administrative culture.

Governance & coordination
1. Layering & displacement
2. Interdependencies
3. Resource dependencies

Translation & competing demands
1. Calibration
2. Managing ambiguity
3. Assessment of priority

5. Methods

Governance - task allocation, management and coordination of organizations
1. Mapping of structures, actors and instruments (de jure governance)
2. Interviews & COBRA[3] survey - perception on steering, functioning and quality of the governance (de facto governance)

Translation & outcome – organization specific actions & tasks
1. Content analysis of documents
a. Ministry specific: strategic nota & yearly policy letter
b. Entity specific: management- and strategic agreement

2. Interviews concerning:
a. Translation & prioritizing
b. Effects

Context: country, policy sector and – issue factors
1. Country: literature study
2. Policy sector (organizations): mapping & content analysis of involved actors
3. Policy issue: literature study & interviews

QCA to discover patterns

4. Case-selection

	Low level of 'wickedness'	High level of 'wickedness'
Moderate level of 'political urgency' (mid- to long term objective)	**Case III: horizontal** Regulation, administrative simplification	**Case IV: transversal** ? Poverty ? Policies combatting climate change ? Transition policies for system innovation
High level of 'political urgency' (short term objective)	**Case II: horizontal** Budgetary savings within public administration	**Case I: transversal** ? Global disease epidemic crises ? Investment projects (infrastructural)

1. Public Management Institute – University of Leuven, corresponding author: astrid.molenveld@soc.kuleuven.be www.publicmanagement.be

2. Department of Politics (Research Group on Public Administration and Management), University of Antwerp

3. http://soc.kuleuven.be/io/cost/survey/index.htm