



AGGIS

Good Governance & Implementation Strategies

Food for thought

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What we want ...

Adoption & Compliance

SIGNED UP TO
Good Governance





If life was simple ...

Ambitions



Policy goals and measures



Resources + Role taking + Stakeholders

= Implementation





But life is not ...

*Context of IFs: Multi-level / Distributed /
Path dependent/ Politicized*

- Various ambitions, various definitions
- Debate about theory of cause and effect
- Different roles, different responsibility
- Limited resources

= Various implementation strategies





No 'One Size Fits All'

Context is decisive, f.e. the extent of

- o Ambiguity
- o Conflict





Context of Good Governance in IFs

- Ambiguity: high
 - No coherent and publicly accepted model
 - No agreed set of principles
 - No general view on how good governance can be achieved
- Conflict: high
 - Various stakeholders, different interests
 - No generally accepted 'guardian' of good governance



Basic dimensions

		Control via:	
		Schedule/ design	Arena/actors
Primate of control:	Vertical	Control model Control by hierarchy	Decentralisation model Control by frameworks, conditions
	Horizontal	Participation model Co-operation, focused on plan making	Interaction model Evolution of policy and execution

(Based on, among others: Hoogerwerf, 2003; Smith, 1973; Sabatier & Mazmanian, 1979; Pressman & Wildavsky, 1973; Hill & Hupe, 2002; DeLeon & DeLeon, 2002; Majone & Wildavsky, 1979)





AGGIS Implementation Strategies

Implementation strategy is about the creation of some form of

coordinated action

aimed realizing and optimizing policy effect

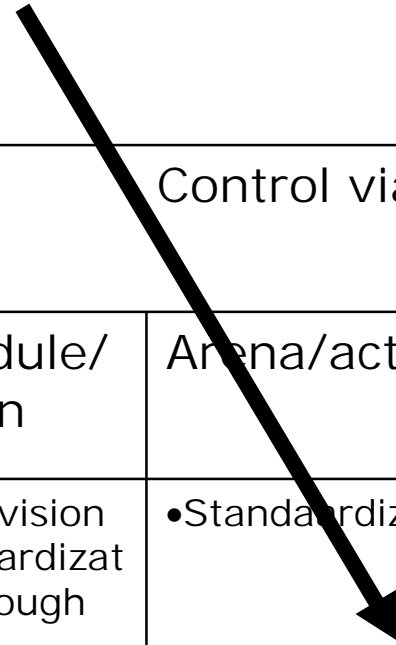


Coordination alternatives

		Control via:	
		Schedule/ design	Arena/actors
Primate of control	Vertical	<ul style="list-style-type: none"> •Supervision •Standardization through rules 	<ul style="list-style-type: none"> •Standardization of output
	Horizontal	<ul style="list-style-type: none"> •Intensive cooperation in planning phase •Creation of commitment 	<ul style="list-style-type: none"> •Standardization of skills •Mutual, but non-participatory adaption

(freely from Mintzberg, 1983)

AGGIS ...



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How ...?

- Basic indicators: include standardization of skills (f.e. positive leadership)
- Process: Involve relevant stakeholders & increase urgency
 - Moral disapproval: Naming & Shaming
 - Inside – outside interaction: Intense communication (on positive leadership behavior)
 - Realistic contents and low costs: ‘Muddling through’





Debate

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