

Integrated governance: How? Where? For what?

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**Presentation at 'Integrated governance: international
experiences and challenges for Portugal', Oct. 15, 2015**

- **1. Main questions discussed**
- **Main global trends of public reforms – NPM, post-NPM and hybrid solutions**
- **What is integrated governance? Why emerging and how is it used?**
- **Challenges of integrated governance?**
- **Some examples from Norway**

- **2. Global reform trends last decades**
- **A. New Public Management**
- **Structural fragmentation of the public apparatus – vertically/horizontally**
- **Focus on efficiency, markets, competition and privatization**
- **Often a contractual relationship to private, for-profit actors**

- **B. Post-NPM**
- **Increased centralization and vertical coordination**
- **Increased horizontal coordination, including networks to private/third sector (New Public Governance)**
- **C. Hybrid governance**
- **Combining traditional principles, NPM and post-NPM**

- **3. What is integrated governance?**
- **Focusing the integrated inter-organizational collaboration between public and private/third sector – joined-up governance**
- **Alludes to networks related to service production/delivery**
- **But could also relate to policy decisions, planning and content of policies**
- **Both focusing access and autonomy**

- **4. Why is integrated governance emerging?**
- **Wicked issues – societal problems more complex, cross-level and cross-sectoral**
- **Public bodies more expansive, but also need more help from private/third sector**
- **Private and third sector actors more active**
- **More effectiveness, efficiency and better quality?**

- **5. How – forms of integrated governance**
- **Are public bodies directly/indirectly involved or active/passive?**
- **A. Indirectly and passive**
- **Frame steering, networks with a lot of autonomy**
- **B. Directly and passive**
- **More support and facilitating of networks, more goal-setting and incentives**

- **C. Indirectly and active**
- **Institutional design – public influence through choice of organizational form, recruitment and meaning-making**
- **But rather passive in the daily life of networks**
- **D. Direct and active**
- **Participation in network aiming at influencing private/third sector actors actively**

- **6. Challenges of integrated governance**
- **When to use it? Wicked issues, lack of public expertise, symbolic?**
- **Democratic steering of networks – legitimacy?**
- **How to choose the right type - differentiated?**
- **How to secure good interaction in networks?**
- **How to assess the outputs and outcomes?**

- **7. Examples of integrated governance in Norway**
- **A. Innovation in welfare services and technology – vulnerable groups, user-friendly, logistics**
- **B. Regional development – water management, schools, employment, cultural heritage profile**
- **C. City development – housing, culture, business, environment**
- **D. Cultural development – arenas, enterprises**

- **8. Summing up**
- **Integrated governance is reflecting needs for increased collaboration in wicked issues**
- **One of many instruments for government related to popular influence**
- **It has a varied background, many different types and diverse effects**
- **Is it necessary to strengthen leadership and formalize integrated governance networks more?**