

Anticipating & Accepting

Scientific Insights and Practical Lessons from International Research

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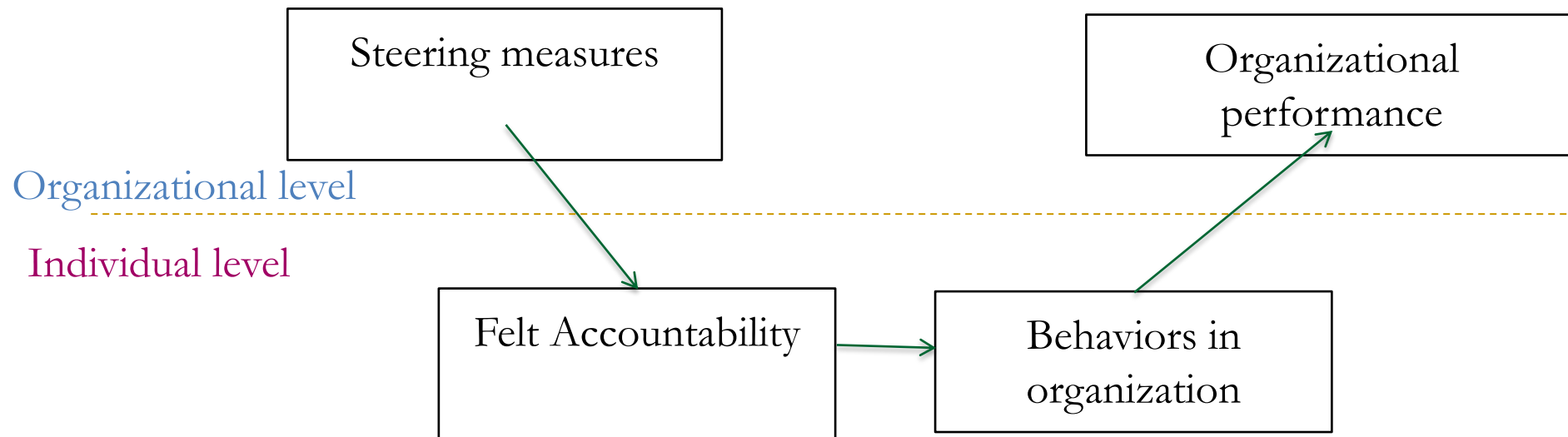


The Challenge of modern governance

- Aligning policy goals and organizational behavior
 - Crafting rules of engagement
 - Designing governance regimes
-
- The next question: making the governance regime work
-
- Our approach:
 - From organizations to individuals
 - Comparing across agencies, sectors and countries



Coleman's [Accountability] Boat



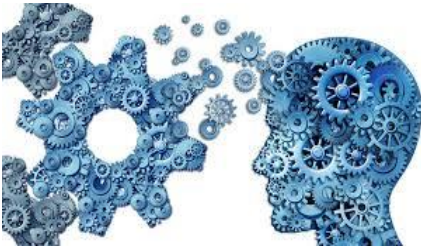
Felt Accountability



- **Expected** accountability: do you expect to be held accountable for something?



- **Legitimate** accountability: is it legitimate to be held accountable for this?



- Forum **expertise**: does 'the other' actually understand what you do and report?



Two sets of explanations



■ Institutional factors

- ❑ Legal status
- ❑ Policy autonomy
- ❑ Financial autonomy



■ Interactional factors

- ❑ Reporting practice
- ❑ Inter-organizational contact
- ❑ Credible threat of sanctions



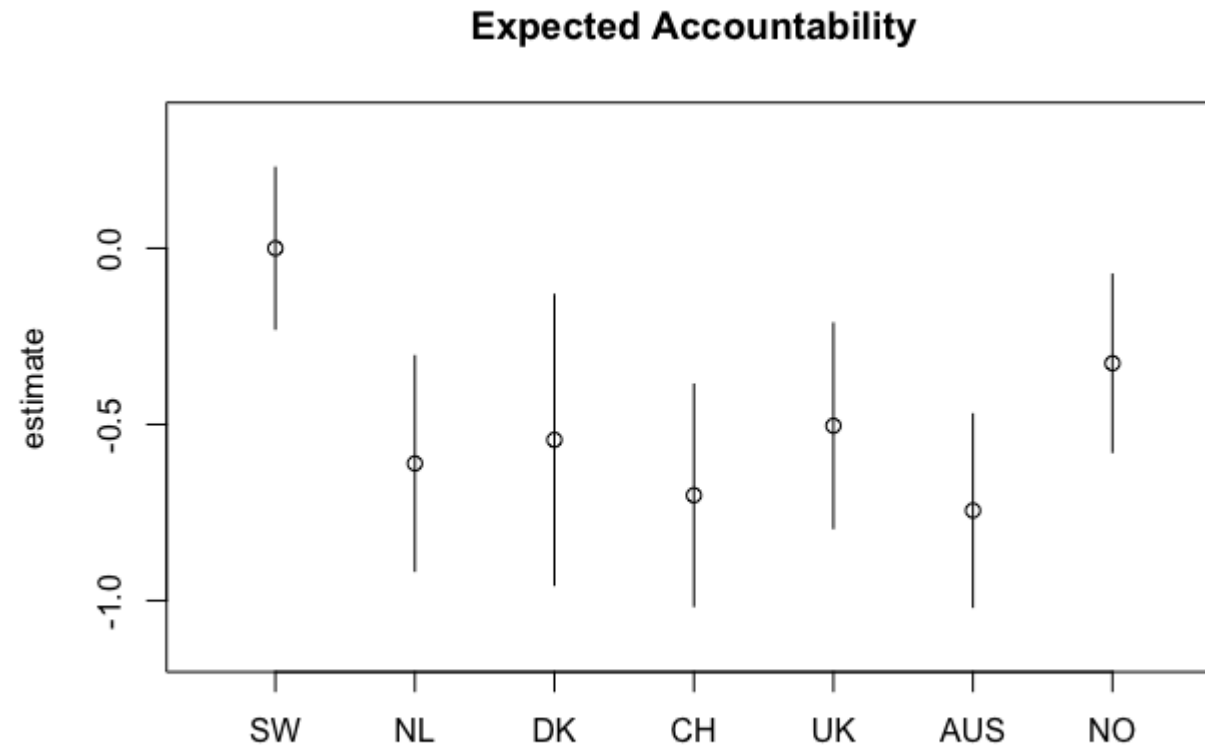
The survey



Country	Complete Responses	Total invitations	Response Rate
Australia	92	171	54%
Denmark	32	53	60%
The Netherlands	56	105	53%
Norway	86	169	51%
Sweden	115	241	48%
Switzerland	50	116	43%
United Kingdom	68	243	28%
Total	499	1098	45%



Felt accountability



Mean expected
accountability:
5,72 / 7



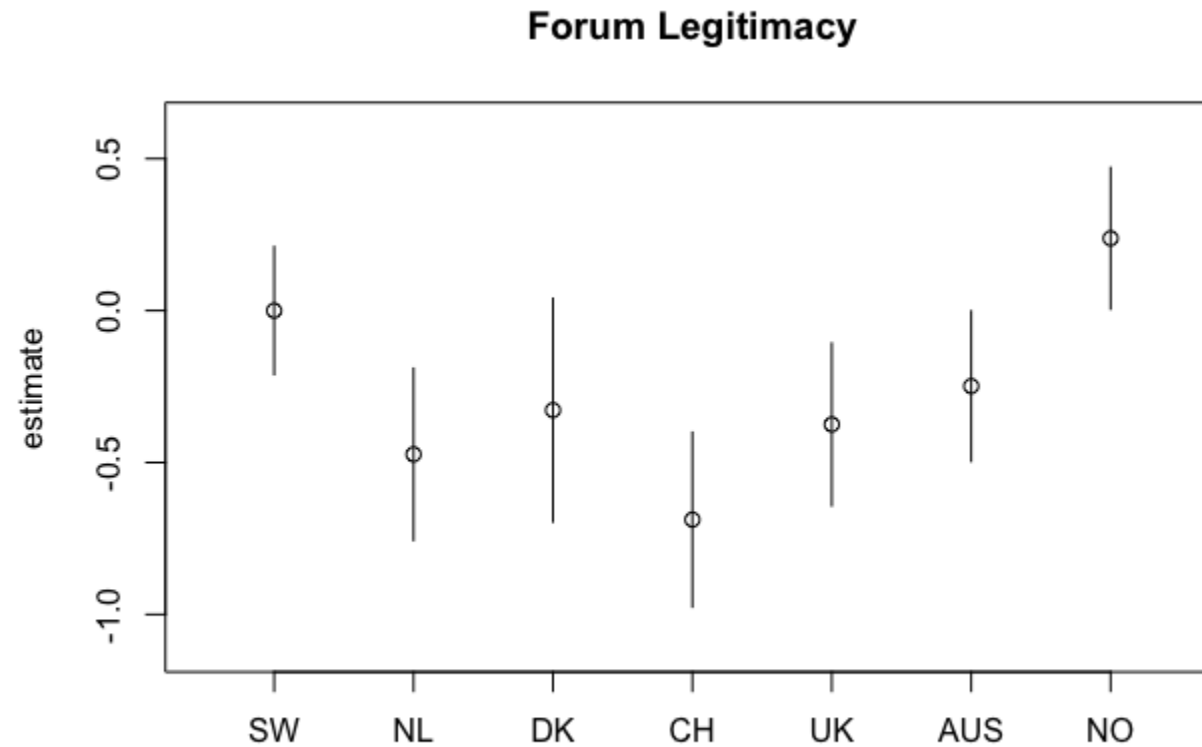
Felt accountability



Mean forum
expertise:
4,60 / 7



Felt accountability



Mean forum
legitimacy:
5,12 / 7



How to influence felt accountability?

	Expected Accountability	Forum Expertise	Forum Legitimacy
Intercept	4.77**	4.29**	4.26**
Contact	0.11	-0.05	0.04
Reporting practice	0.36**	0.40**	0.33**
Credible threat of sanctions	0.42**	0.35**	0.76**
Policy autonomy	-0.12	-0.17**	-0.34**
Financial autonomy	0.21	-0.10	0.25**
R ²	0.19	0.16	0.35

Note: **p<.01. All analyses are controlled for country effects, which are omitted in the table.



What does not have an effect on felt accountability?

- Legal type
- Policy domain
- Organizational size
- Location *



To conclude: anticipation & acceptance

- Possible lessons
 - Relevance actual interactions
 - Talking may be over-rated
 - Departmental expertise
 - Demonstrating active interest
 - Making it *matter*: responding to reporting

