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

- **Organizational level**
  - Steering measures
  - Organizational performance

- **Individual level**
  - Felt Accountability
  - Behaviors in organization
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
<table>
<thead>
<tr>
<th>Country</th>
<th>Complete Responses</th>
<th>Total invitations</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>92</td>
<td>171</td>
<td>54%</td>
</tr>
<tr>
<td>Denmark</td>
<td>32</td>
<td>53</td>
<td>60%</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>56</td>
<td>105</td>
<td>53%</td>
</tr>
<tr>
<td>Norway</td>
<td>86</td>
<td>169</td>
<td>51%</td>
</tr>
<tr>
<td>Sweden</td>
<td>115</td>
<td>241</td>
<td>48%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>50</td>
<td>116</td>
<td>43%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>68</td>
<td>243</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>499</strong></td>
<td><strong>1098</strong></td>
<td><strong>45%</strong></td>
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</tbody>
</table>
Felt accountability

Expected 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?

<table>
<thead>
<tr>
<th></th>
<th>Expected Accountability</th>
<th>Forum Expertise</th>
<th>Forum Legitimacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercept</td>
<td>4.77**</td>
<td>4.29**</td>
<td>4.26**</td>
</tr>
<tr>
<td>Contact</td>
<td>0.11</td>
<td>-0.05</td>
<td>0.04</td>
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<tr>
<td>Reporting practice</td>
<td>0.36**</td>
<td>0.40**</td>
<td>0.33**</td>
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<tr>
<td>Credible threat of sanctions</td>
<td>0.42**</td>
<td>0.35**</td>
<td>0.76**</td>
</tr>
<tr>
<td>Policy autonomy</td>
<td>-0.12</td>
<td>-0.17**</td>
<td>-0.34**</td>
</tr>
<tr>
<td>Financial autonomy</td>
<td>0.21</td>
<td>-0.10</td>
<td>0.25**</td>
</tr>
<tr>
<td>R²</td>
<td>0.19</td>
<td>0.16</td>
<td>0.35</td>
</tr>
</tbody>
</table>

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

https://accountablegovernance.sites.uu.nl/