

Integrated governance and public administration

Experiences and lessons from
The Netherlands

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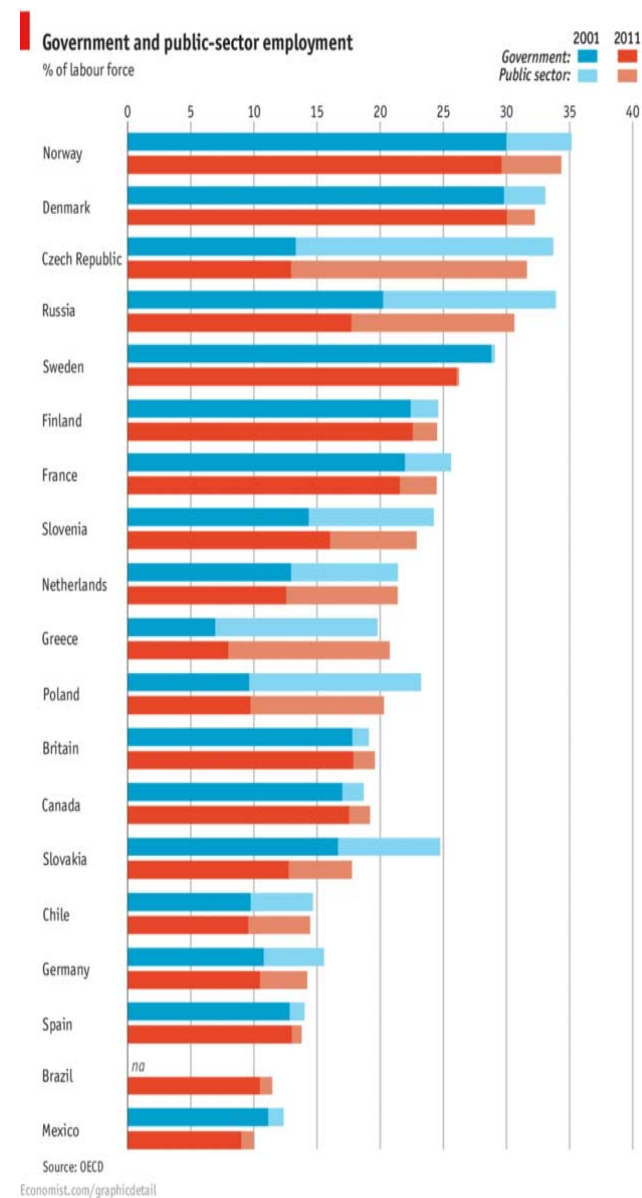
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Agenda

- The Netherlands in brief
- Why integrated governance?
- Examples of integrated governance
- Strategic and operational issues

The Netherlands in brief

- Unitary parliamentary constitutional monarchy
- 16,929,326 inhabitants (407.5/km²)
- GDP: \$818.249 billion
- Conservative-liberal / Social Democrat coalition
- 11 ministries
- 12 provinces
- 393 municipalities
- Relatively small public sector



Rationale for integrative approach

- Complexity
- Fragmentation
- Inefficiencies and ineffectiveness
- Old ways of working add to the problem
- Budgetary constraints
- Societal and political unrest
- Decentralisation of tasks in social policy domain

Goals & approach

- Stop policies from undermining each other.
- Make better use of scarce resources.
- Create synergies by bringing different key stakeholders in a particular policy field or network together.
- Offer citizens seamless rather than fragmented public services. (Based on Pollitt (2003): Joined-up government. A survey, p. 35)
- Joined-up government, whole-of-government, holistic government
- Organize government around social problems

Programme Ministries (2007-2010)

- **Programme Ministry for Youth and Families**
 - Tackle child abuse & help parents raise their kids.
 - Deal with Christian party for propping up coalition.
 - Small staff, own budget
 - Network organization
- **Programme Ministry for Housing, Communities & Integration**
 - Benefit social cohesion by tackling integration and helping disadvantaged neighbourhoods.
 - Manifesto pledge by Social Democrats
 - More traditional organization
 - No own budget, depended on goodwill social housing associations

Results

- Lack of performance targets at outset.
- Cut short by fall of coalition.
- New coalition decided not to continue with programme ministries.
- Results, if any, unclear.

Experiments on local level

- Shift from government to governance
- Area-based
- Multidisciplinary, integral and generalist

Teams of district social professionals

- Interdisciplinary teams of professionals
- Each team has its own district
- Tailor-made services
- Goal: emancipation of citizen, better services for less money
- T-shaped professionals
- Relatively new: still much confusion and ambiguity

Experiences with integrative working

Strategic issues	Operational issues
Accountability unclear	Resource and time consuming
Political mandate and leadership lacking	Turf wars and cultural clashes
Political value conflicts	Problematic performance management
	Budgeting
	Staff turnover
	ICT and privacy

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