

# **Coordination and hybrid governance – theoretical and empirical challenges**

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# **Main research questions**

- **How can we understand the increasing tendency towards hybrid government?**
- **How is hybrid government developing out of balancing NPM and post-NPM considerations?**
- **How can we understand a specific modern reform that is typically hybrid?**

# **A transformative approach**

- **Reform dynamics is a complex mixture of**
  - **Environmental pressure**
  - **Polity features**
  - **Historical-institutional context**
- **These factors define how much leeway political leaders have in making conscious design of complexity in public sector reforms**

# Three perspectives

- **A structural-instrumental perspective**
  - Hierarchical design of complexity
  - Negotiations furthering complexity?
- **A cultural perspective**
  - Cultural diversity might enhance complexity
- **An environmental perspective**
  - Both technical and institutional environment might enhance complexity

# **NPM and post-NPM reforms**

- **NPM – Increased fragmentation through increased vertical and horizontal specialization**
- **Post-NPM – Whole-of-government through reassertion of the centre and horizontal coordination**
- **Supplements more than replacement – increased complexity and hybridization**

# **Adding Complexity – the Norwegian Welfare Administration reform**

- **Merging the employment administration and the insurance administration into a new labour and welfare administration (NAV)**
- **A new local frontline service in all municipalities (one-stop shop) as a mandatory partnership between NAV and the locally based social services**
- **A post-NPM reform: Strengthening the coordination within a fragmented system**

# **Reform process and content: Transformation and complexity**

- **Hierarchical design and complexity**
- **Negotiations furthering complexity**
- **Adding cultural complexity**
- **Environmental complexity matters**
- **A complex mixture of instrumental, cultural and environmental features**

# **Increasing complexity – emerging effects and challenges**

- **From welfare to work?**
- **Increased efficiency?**
- **More user-friendly?**
- **The merger and the local partnership**
  - **Implementation problems, especially regarding the local partnership**

# Conclusion

- **Institutional change as a combination of robustness and flexibility**
- **A layering or sedimentation process**
- **An unstable balance between autonomy and control**
- **Increased complexity**
- **The importance of the historical-institutional context**