

Policy Coordination

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Why care about coordination ?

Think about any potential case where we have encountered in our Government :

- 1. Duplications-**
unnecessary costs for government and lost time for citizens and businesses
- 2. Contradictions-**
different organizations, will implement programs that are directly contradictory
- 3. Displacement** -One organization will make decisions that create problems for other organizations

Think about any potential case where we have encountered in our Government :

- 4. Emphasizing Vertical Management-** some emphasis on horizontal action is required to augment the emphasis on the vertical.
- 5. Changing demands-** governments must find ways of providing integrated services to these population groups
- 6. Cross cutting problems**
- 7. Simple tidiness**



Why do not we coordinate?

- **Specialization**- each organization is specialized in delivering certain public policy – too much specialization – difficult coordination
- **Turf** – “Land Plot “- Budgets, office space, laws
- **Power** – major source of power is the information - withhold of information
- **Performance Management**- set organization goals- measure the success- worked to some extend- focus on own goals – narrow the vision of the organizations
- **Politics** - In coalition governments, if ministries are controlled by different political parties there may coordination problems
- **Accountability**- strict financial and legal accountability may make coordination more difficult



How to overcome coordination issues ?

- **Networks**- Some coordination can occur through networks, especially networks of career civil servants. These networks need not be formalized but may develop over time through interactions among civil servants who work together and know each other well enough to be able to coordinate outside of official channels. (ERP working groups, other government working groups)
- **Collaboration** – people working together- two different organization working for the "same client"
- whole set of the needs- Common Policy Frame
(Collaboration of Ministry of Education and Ministry of Labor, Innovation)



Conclusions/Open questions

- There is no standardized method for approaching coordination issues
- Coordination vs specialization – over coordination may lose the focus/expertise
- Can everything be coordinated ??
- Some balance is required

