



Breaking out of silos: policy alignment in a time of crisis

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The Study

Bulgaria	Vratsa
Canada	Pictou County
Croatia	Varaždin
Denmark	Bornholm
Greece	Rhodopi (Western Thrace)
Italy	Nord Barese
New Zealand	Bay of Plenty
Poland	Krakow
Portugal	Algarve
Romania	Timis county
United States	Lower Rio Grande Valley
	Coastal Maine

Complexity

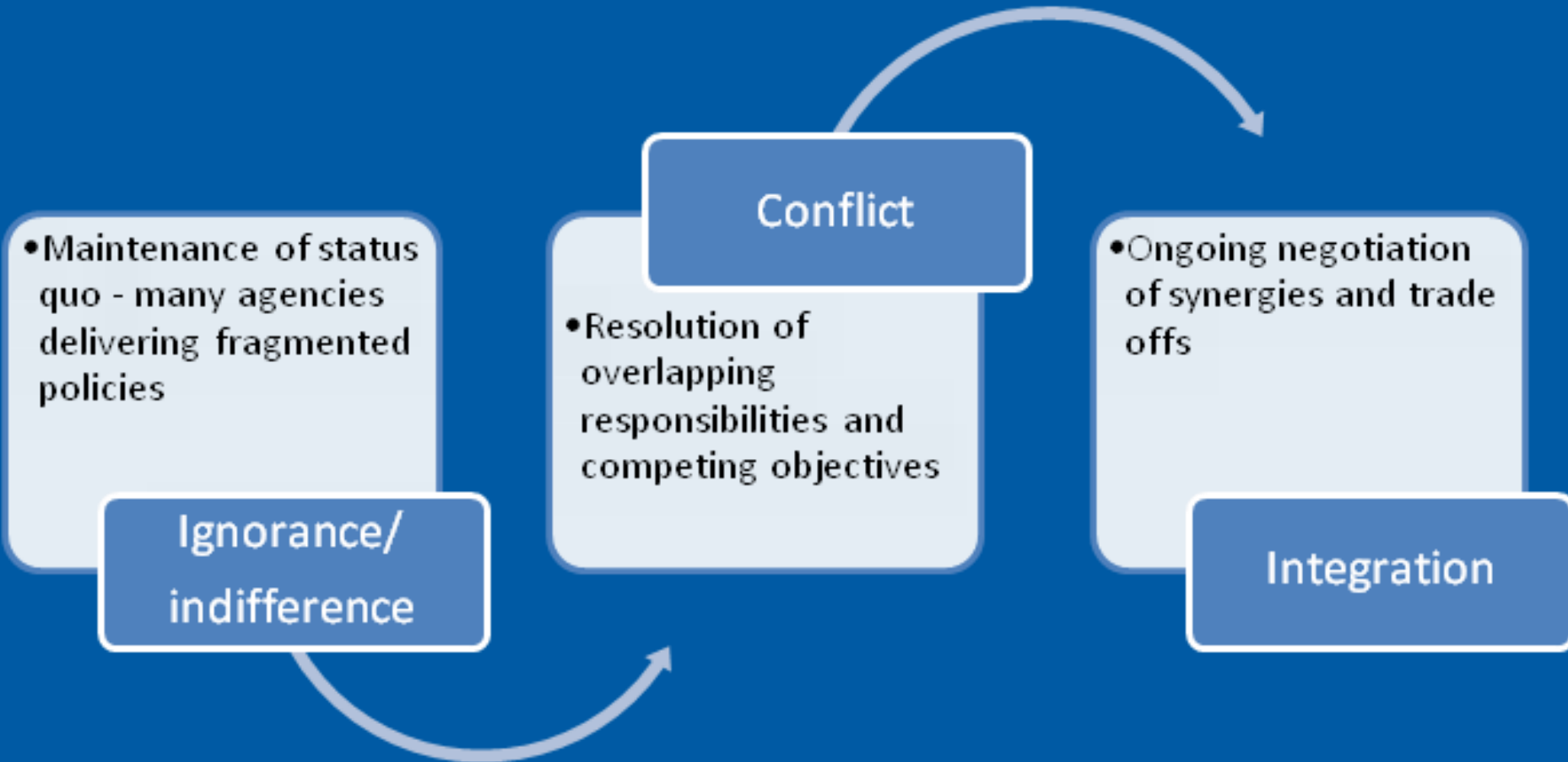
Efficiency, duplication
and service gaps

Why integrate?

Achieving critical mass

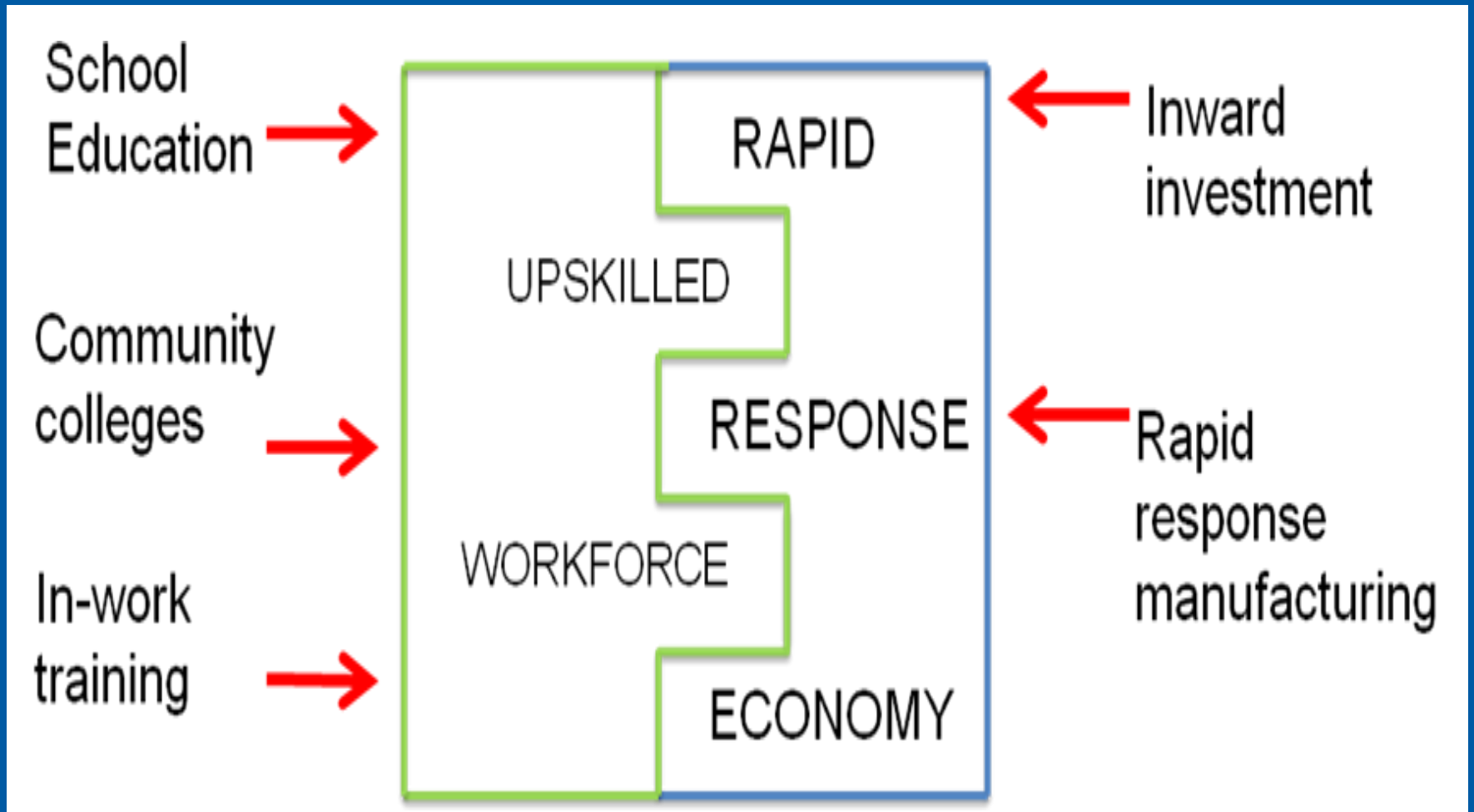
Building social capital

From fragmentation.....



..to policy integration

Lower Rio Grande Valley



Perceptions of policy integration

	National integration	Local integration
High	New Zealand	Denmark, United States
Medium	Canada, Denmark, Greece, Italy, Poland, United States, Romania	Canada, Croatia, New Zealand, Poland
Low	Bulgaria, Croatia, Portugal	Portugal, Italy, Greece, Bulgaria, Romania

National
cooperation

Local governance

Which factors important?

Local capacities

Labour market
conditions

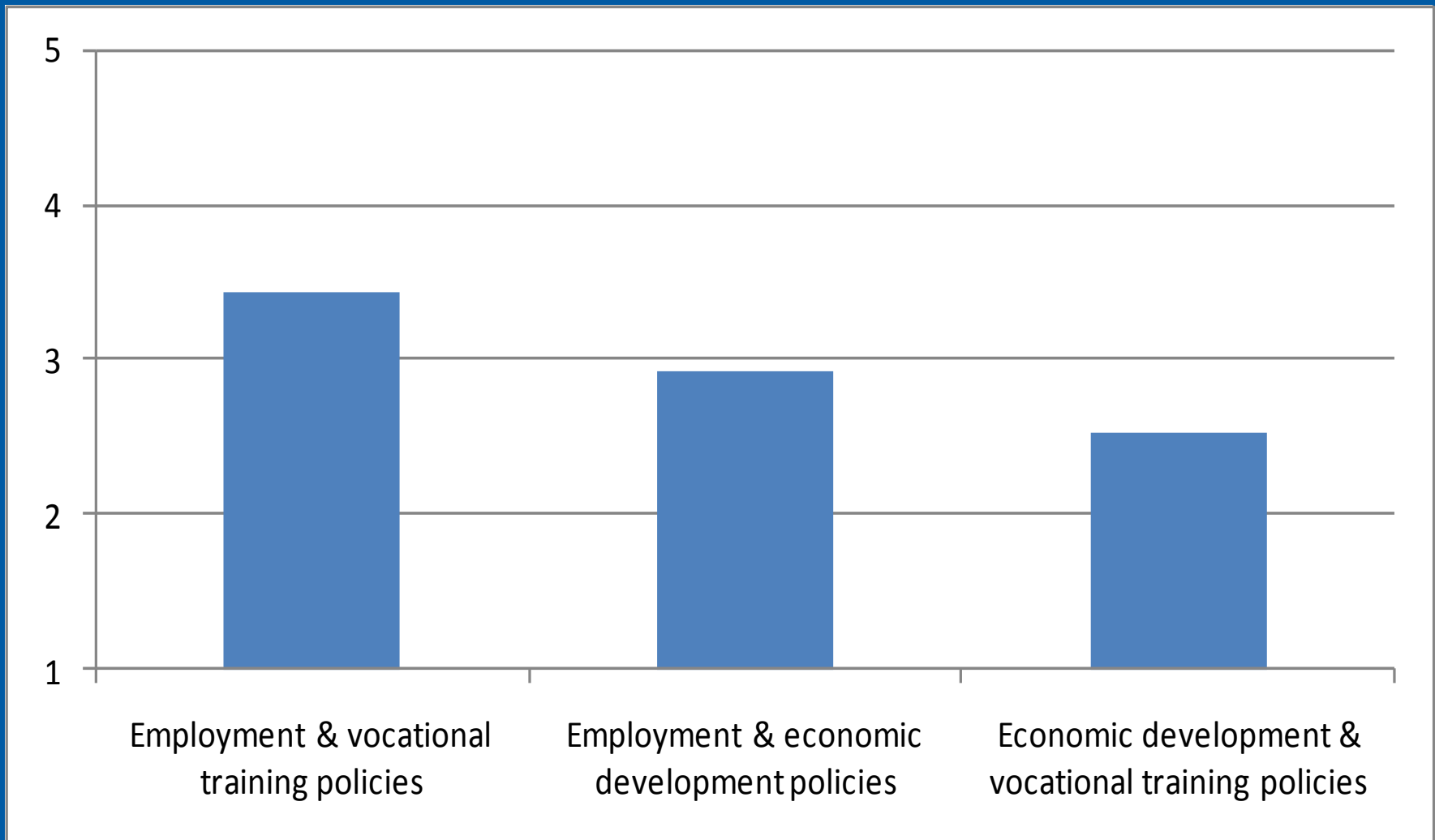
Flexibility



National co-operation

- Vocational training policy and employment policy most likely to collaborate
- Cooperation rarely translates into joined up strategies
- National cooperation does not necessarily translate down into local cooperation

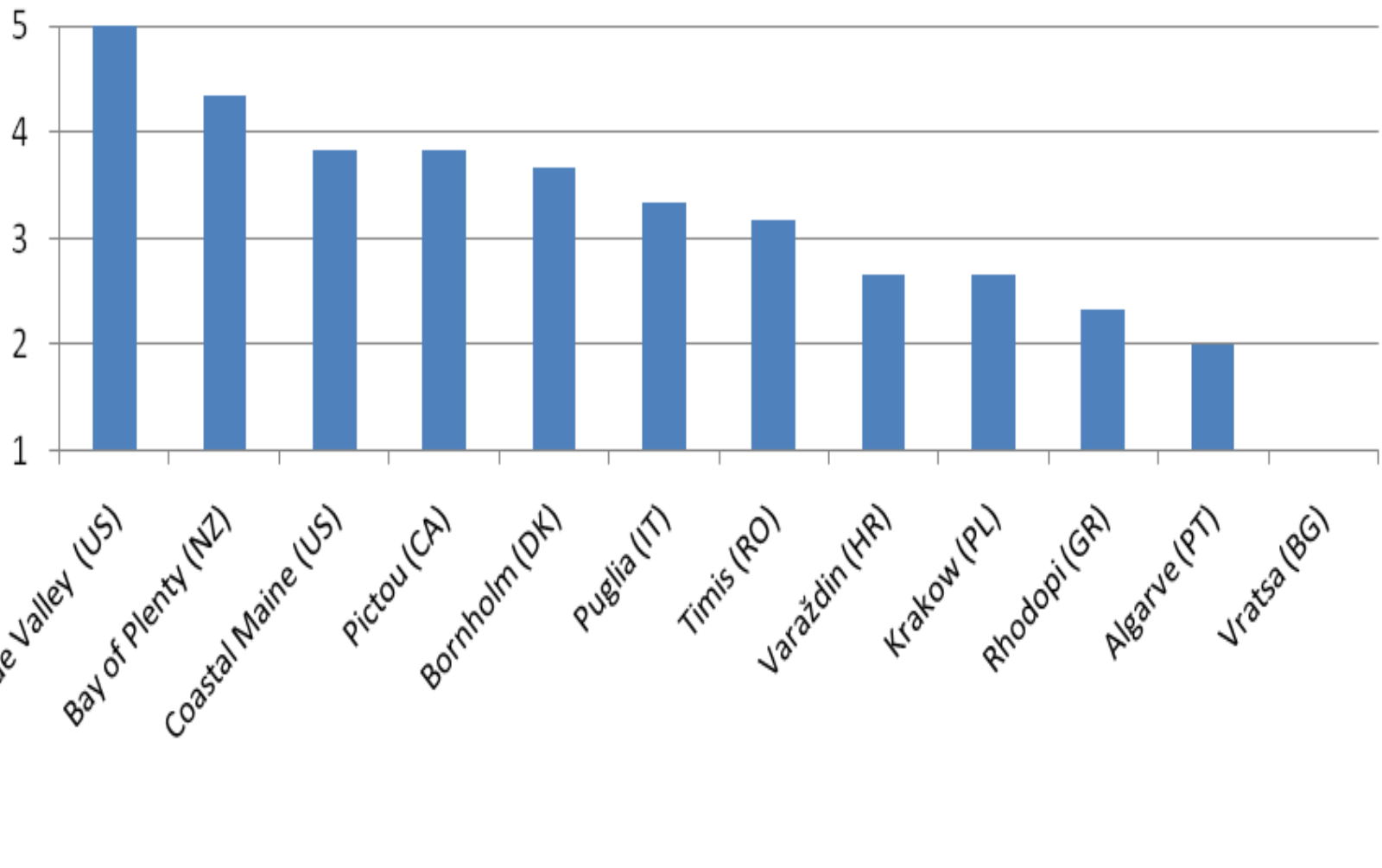
Co-operation between policy areas



Local co-operation

- Economic development most cooperative
- Multi-stakeholder partnerships do not necessarily strengthen ongoing relationships/data sharing
- National schemes can assist but need to:
 - Have clear exit strategies
 - Lead to mainstream changes in policy delivery
- Barriers include: ambiguity of roles, overlapping geographical boundaries, contested leadership, narrow mandates

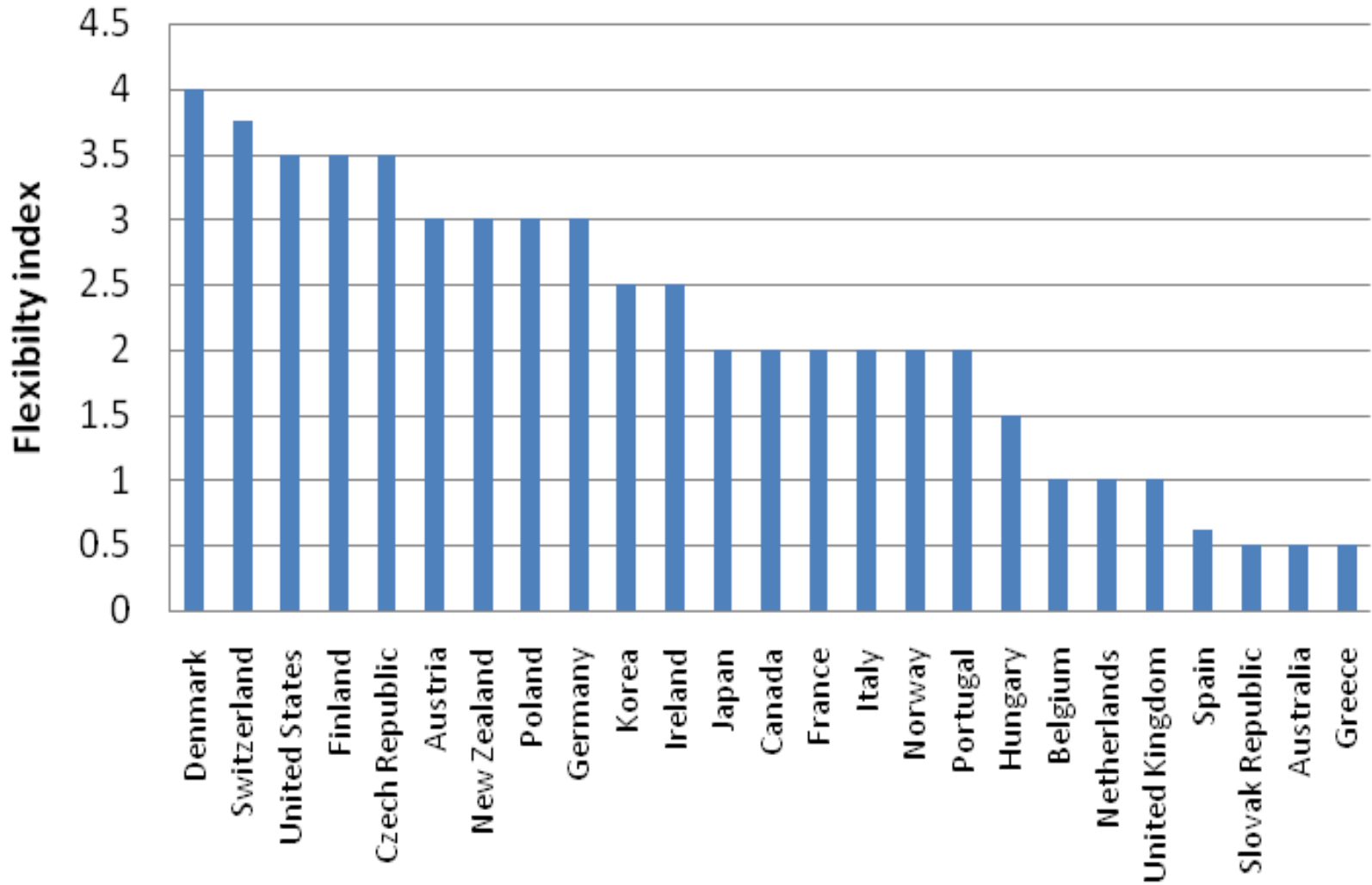
Participation in partnerships



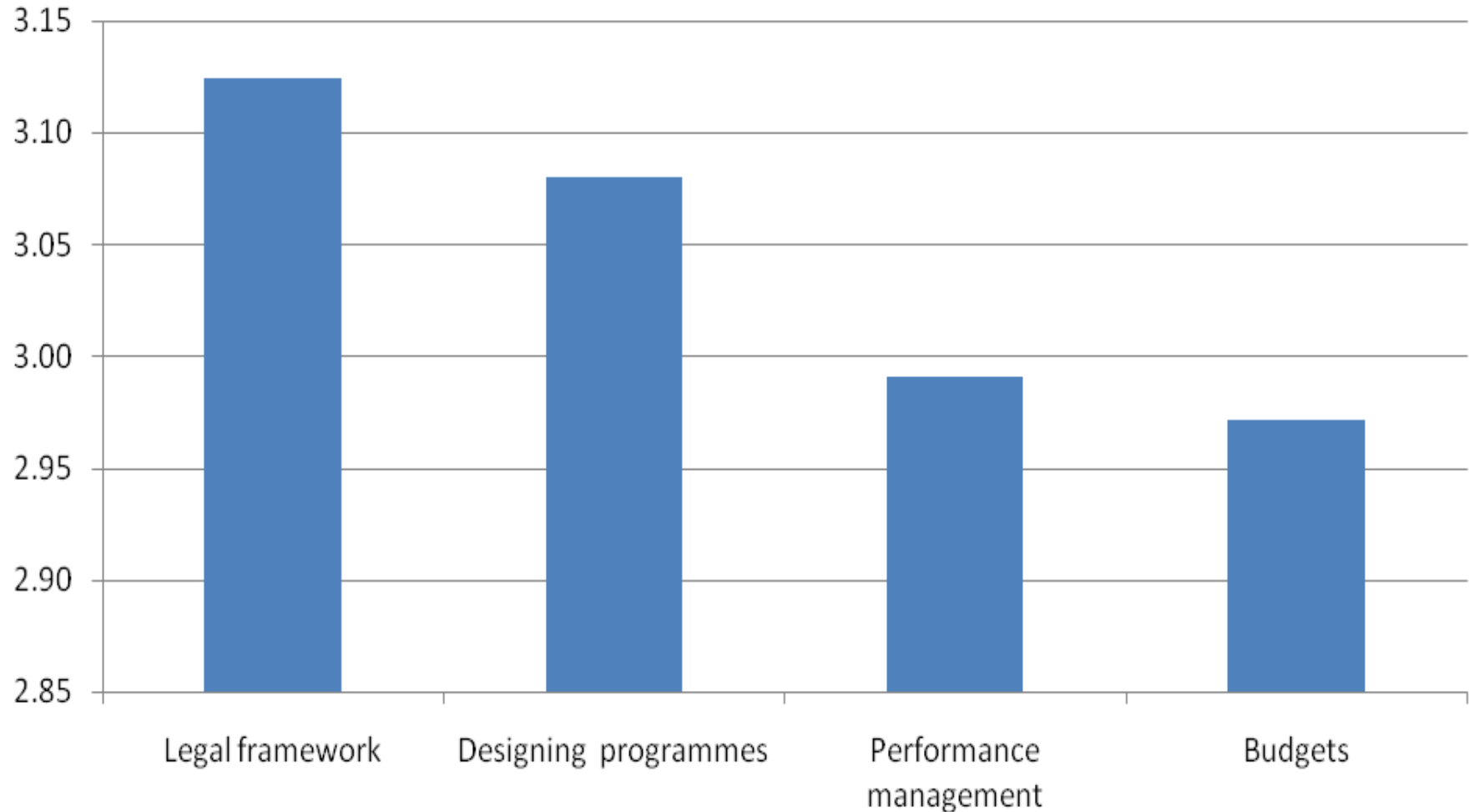
Flexibility

- Employment policy the most rigid, economic development the least
- Low local influence on VET curricula in many countries
- Budgets the most rigid management tool, legal framework the least
- Management by objectives produces silo effects
- Different perceptions of flexibility at the national and local levels

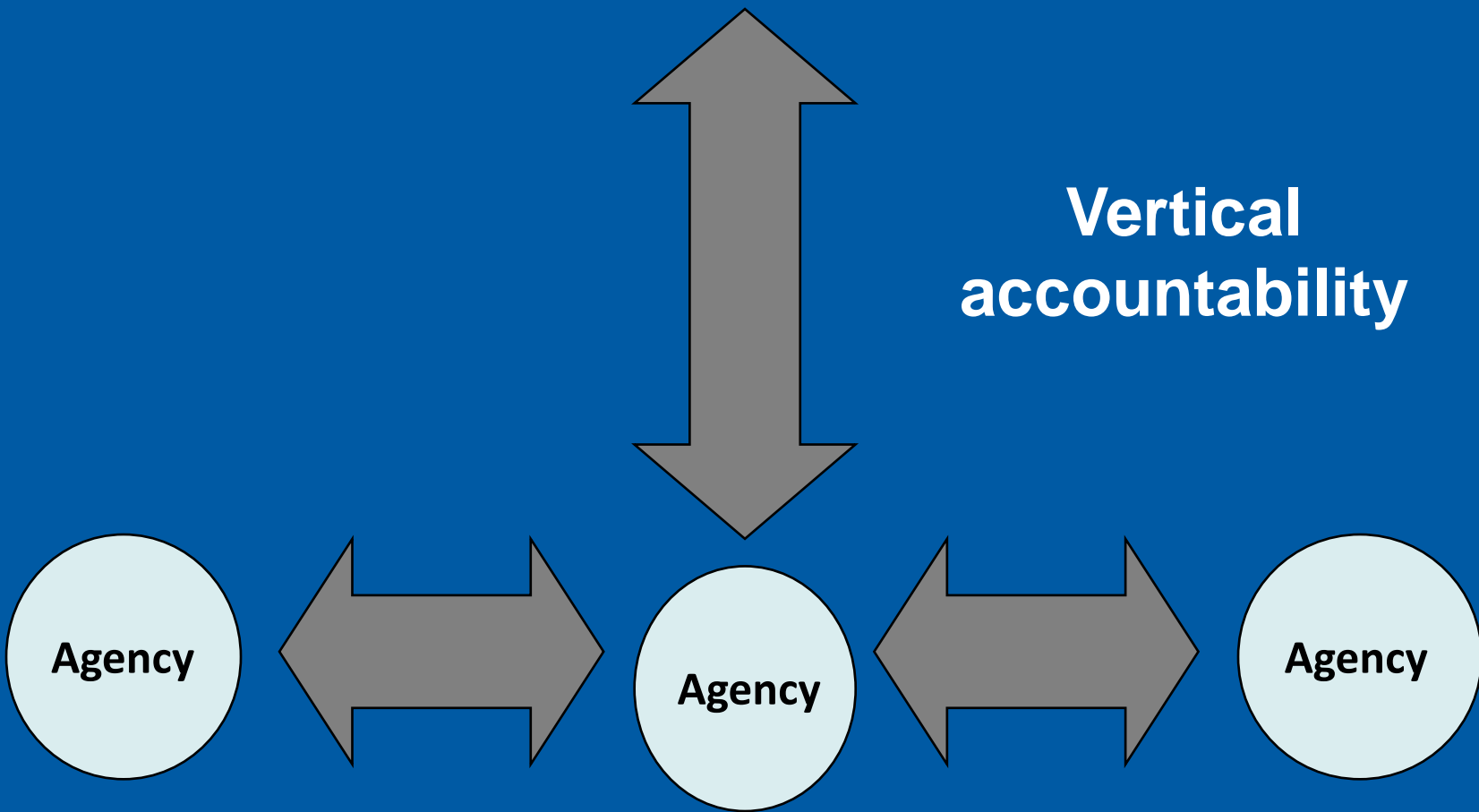
Labour market policy



Relative flexibility of management tools



Horizontal accountability



Vertical
accountability

Agency

Agency

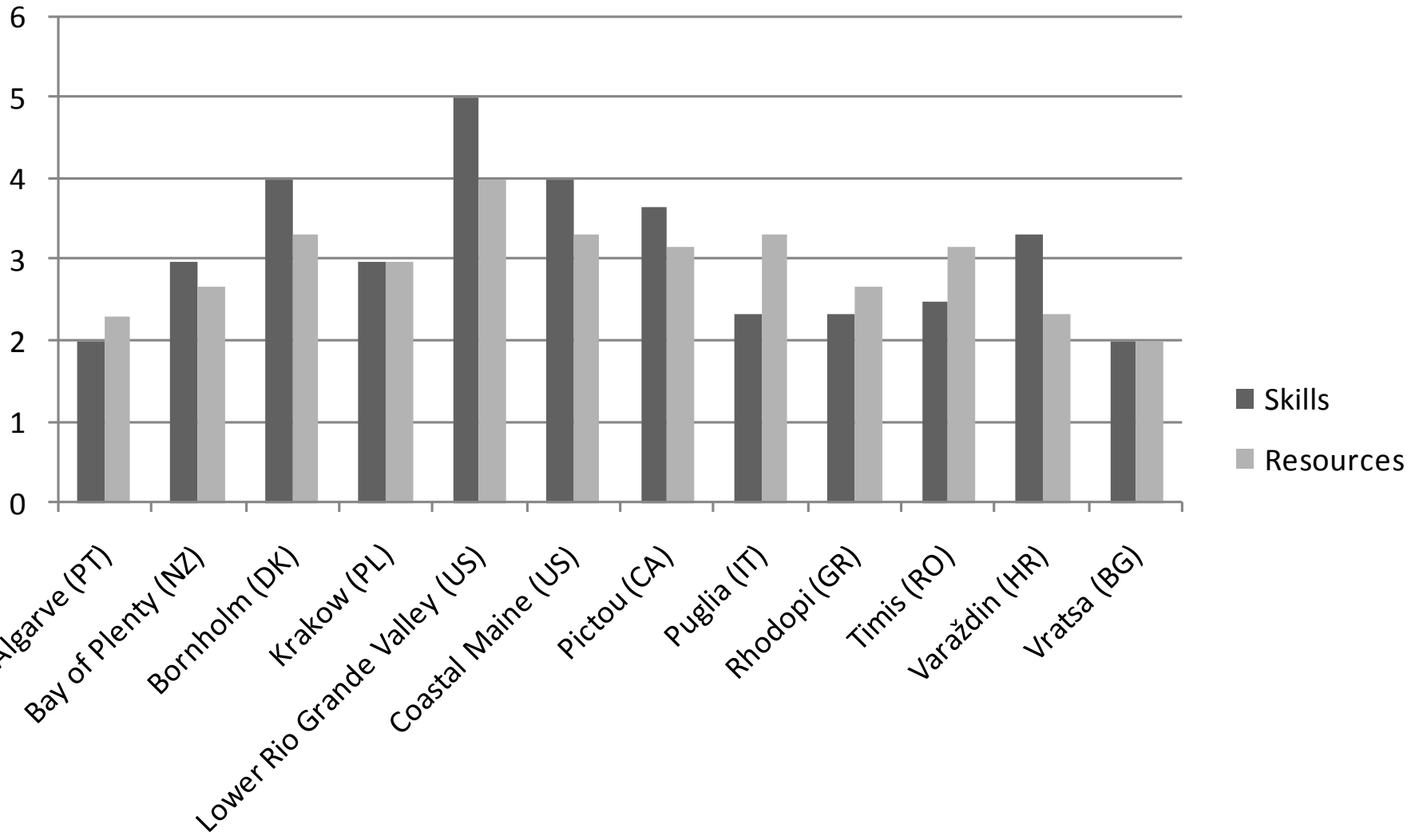
Agency

Horizontal accountability

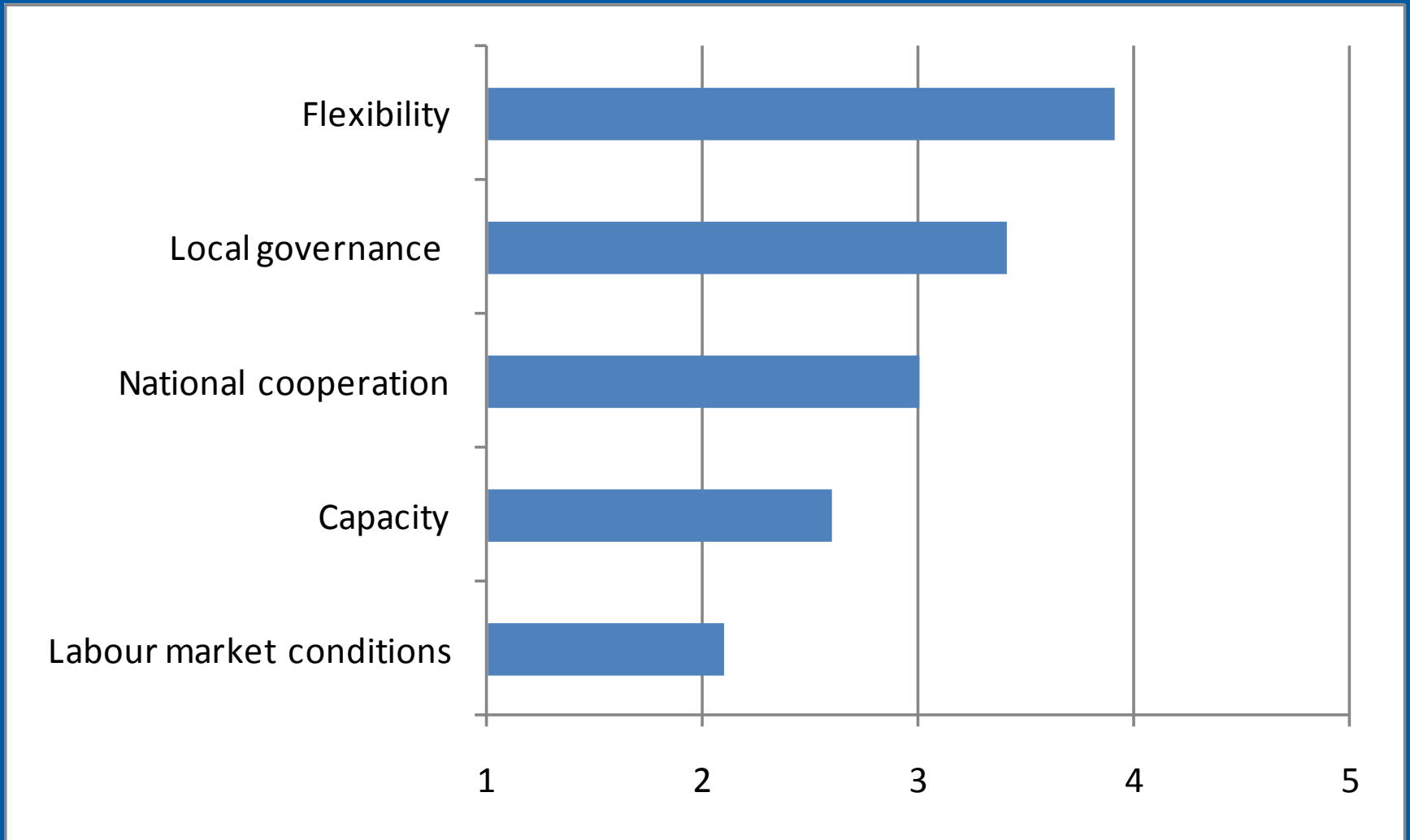
Capacities

- Chicken and egg situation: capacities and responsibilities
- Skills generally seen as more important than resources (reverse for CA, DK, NZ, US)
- The importance of generic skills
- Lack of strategic skills: long and fragmented 'wish lists'
- Lack of information and data

Skills and resources



What factors most important?



National recommendations

- Flexible policy areas with broad mandates
- Cross-sector targets or similar incentives
- Boost horizontal forms of mutual accountability
- Locally disaggregate information and data
- Build capacities while awarding responsibility
- Ensure ‘traction’ at the right governance levels

Local recommendations

- Prioritisation
- Balancing informal and formal forms of cooperation
- More clarity on roles and responsibilities
- Supporting cluster and sector based strategies