Contents

Acknowledgements	v
Prologue	vii
1 Introduction	1
1.1 Problem setting	1
1.2 Research focus	
1.3 Research proposition and central question	5
1.4 Structure of the book	
2 Theoretical framework	9
2.1 Governance	9
2.1.1 A broad definition of a popular concept	9
2.1.2 Three ideal-types of governance and hybrid forms	
2.1.3 Are hierarchies, networks and markets 'all-inclusive'?	19
2.2 Hierarchical, market and network governance	
2.2.1 Hierarchical governance	21
2.2.2 Market governance	26
2.2.3 Network governance	
2.2.4 Forms of network governance	
2.2.5 Post-bureaucratic administration, a myth?	37
2.3 Relations between governance styles	
2.3.1 Differences between hierarchical, network and market	
governance	45
2.3.2 Governance styles, complexity and ambiguity	
2.3.3 How hierarchical, network and market governance undermi	
each other	
2.3.4 Combining hierarchical, network and market governance	
2.4 Governance: A cultural perspective	
2.4.1 Governance styles as 'ways of life'	
2.4.2 Governance styles and national cultures	61
2.4.3 Governance styles and organisational cultures	



 2.5 Metagovernance as the 'governance of governance' 2.5.1 Different views on metagovernance	66 73 75 80 82
2.5.6 Governance, metagovernance and performance	05
2.5.7 Wretagovernance and individual cultures	05
	00
3 Research approach	87
3.1 Research question	87
3.2 Research framework	88
3.2.1 Analysing metagovernance: An interdisciplinary approach.	88
3.2.2 An organisational perspective on governance	90
3.2.4 Research framework	93
3.2.5 The Green Heart Talks: Discovering network governance	95
3.2.6 Pegasus: The limits of networking in a hierarchical context	
3.3 Research strategy	
3.4 Case selection	
3.4.1 Case selection criteria	
3.4.2 National soil policies and local community policing	
3.5 Application of the research strategy	.121
4 Strategie policy making, Four call protection acces	175
4 Strategic policy making: Four soil protection cases 4.1 Soil protection: A late-comer in environmental policy	
4.1 Soil protection, A late-conter in environmental policy	
4.2.1 Institutional and cultural context	
4.2.2 Chronology of the case	
4.2.3 Hierarchical, network and market governance	
4.2.4 Application of metagovernance	
4.2.5 Discussion and conclusions	
4.3 Soil protection in Germany	
4.3.1 Institutional and cultural context	. 148
4.3.2 Chronology of the case	
4.3.3 Hierarchical, network and market governance	
4.3.4 Application of metagovernance	
4.3.5 Discussion and conclusions	166
4.4 Soil protection policy in the UK	169
4.4.1 Institutional and cultural context	
4.4.2 Chronology of the case	172
4.4.3 Hierarchical, network and market governance	173

4.4.4 Application of metagovernance	101
4.4.5 Discussion and conclusions	101
4.5 Soil protection policy in the European Commission	102
4.5 Son protection policy in the European Commission	.184
4.5.2 Chronology of the case	
4.5.3 Hierarchical, network and market governance	
4.5.4 Application of metagovernance	
4.5.5 Discussion and conclusions	
4.6 A comparative perspective: Theoretical replication	
4.6.1 Governance and metagovernance	. 198
4.6.2 Comparison of the 'governance footprint'	.201
5 Street level policy-making: Community policing	
5.1 Networking in the shadow of hierarchies and markets	.205
5.2 Community policing in the Netherlands	.209
5.2.1 Introduction	
5.2.2 Institutional and cultural context	.210
5.2.3 Chronology of the case	
5.2.4 Hierarchical, network and market governance	
5.2.5 Application of metagovernance	
5.2.6 Discussion and conclusions: Literal replication	
5.2.7 Discussion and conclusions: Theoretical replication	
6 Possibilities and limitations of metagovernance as public	
management	.229
6.1 Interaction of hierarchical, network and market governance	
	230
6.2 Occurrence of metagovernance	.233
6.2 Occurrence of metagovernance6.3 Comparison of strategic and operational policy processes	.233 .234
6.2 Occurrence of metagovernance6.3 Comparison of strategic and operational policy processes6.4 Comparison of four administrations	.233 .234
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European 	.233 .234 .234
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 	.233 .234 .234 .234
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 6.4.2 Problems with the transferability of governance approaches 	.233 .234 .234 .234
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 6.4.2 Problems with the transferability of governance approaches 6.5 Metagovernance as public management: The metagovernor's 	.233 .234 .234 .234 .234 .234 .237
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 6.4.2 Problems with the transferability of governance approaches 6.5 Metagovernance as public management: The metagovernor's rationale 	.233 .234 .234 .234 .234 .237 .242
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 6.4.2 Problems with the transferability of governance approaches 6.5 Metagovernance as public management: The metagovernor's rationale 6.5.1 Public management: Making sense and acting accordingly 	.233 .234 .234 .234 .234 .237 .242
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 6.4.2 Problems with the transferability of governance approaches 6.5 Metagovernance as public management: The metagovernor's rationale 6.5.1 Public management: Making sense and acting accordingly 6.5.2 Three views on the metagovernor's decision-making: The 	.233 .234 .234 .234 .234 .237 .242 .242
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 6.4.2 Problems with the transferability of governance approaches 6.5 Metagovernance as public management: The metagovernor's rationale 6.5.1 Public management: Making sense and acting accordingly 6.5.2 Three views on the metagovernor's decision-making: The phase, the stream and the rounds model 	.233 .234 .234 .234 .234 .237 .242 .242 .242
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 6.4.2 Problems with the transferability of governance approaches 6.5 Metagovernance as public management: The metagovernor's rationale 6.5.1 Public management: Making sense and acting accordingly 6.5.2 Three views on the metagovernor's decision-making: The phase, the stream and the rounds model 6.5.3 The metagovernor's strategies 	.233 .234 .234 .234 .237 .242 .242 .242 .245 .247
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 6.4.2 Problems with the transferability of governance approaches 6.5 Metagovernance as public management: The metagovernor's rationale 6.5.1 Public management: Making sense and acting accordingly 6.5.2 Three views on the metagovernor's decision-making: The phase, the stream and the rounds model 6.5.3 The metagovernor's strategies 6.5.4 Dealing with the limitations of metagovernance 	.233 .234 .234 .234 .237 .242 .242 .242 .245 .247 .253
 6.2 Occurrence of metagovernance	.233 .234 .234 .234 .234 .237 .242 .242 .242 .245 .247 .253
 6.2 Occurrence of metagovernance 6.3 Comparison of strategic and operational policy processes 6.4 Comparison of four administrations 6.4.1 The Netherlands, Germany, the UK and the European Commission 6.4.2 Problems with the transferability of governance approaches 6.5 Metagovernance as public management: The metagovernor's rationale 6.5.1 Public management: Making sense and acting accordingly 6.5.2 Three views on the metagovernor's decision-making: The phase, the stream and the rounds model 6.5.3 The metagovernor's strategies 6.5.4 Dealing with the limitations of metagovernance 	233 234 234 237 242 242 242 245 247 253

6.5.7 Conclusion: The metagovernor's rationale	258
6.6 The metagovernor's qualifications	259
7 Practical implications: Increasing the metagovernance capacity	
7.1 Optimisation of the metagovernor's qualifications	
7.1.1 Increasing the willingness for metagovernance	
7.1.2 Optimisation of the level of discretion	272
7.1.3 Increasing the metagovernance <i>capability</i>	
7.2 Metagovernance and management development	
7.2.1 Introduction: Management development in the public se	
7.2.2 Hierarchical management: Line and project management	
7.2.3 Market management: 'Public' business administration	280
7.2.4 Network management: Network abilities and process	
management	
7.2.5 Training in analysing the governance environment	284
7.2.6 Metagovernability and personal development	
7.3 Metagovernance, reform and organisational change	
7.3.1 (Meta)governance in public-sector reform programmes	
7.3.2 Metagovernance and organisational change projects	
7.3.3 Measuring governance and metagovernance	
8 Conclusions	
8 Conclusions	
8 Conclusions 9 Further research questions	
8 Conclusions 9 Further research questions	
8 Conclusions 9 Further research questions Summary	305
8 Conclusions 9 Further research questions Summary 1. Theoretical part	305 309 309
8 Conclusions 9 Further research questions Summary 1. Theoretical part 2. Empirical part	305 309 309 313
8 Conclusions 9 Further research questions Summary 1. Theoretical part	305 309 309 313
 8 Conclusions	305 309 313 323
8 Conclusions 9 Further research questions Summary 1. Theoretical part 2. Empirical part	305 309 313 323
8 Conclusions 9 Further research questions Summary 1. Theoretical part 2. Empirical part 3. Conclusions and further research questions Epilogue	305 309 313 323 325
8 Conclusions 9 Further research questions	305 309 313 323 325 329
8 Conclusions 9 Further research questions Summary 1. Theoretical part 2. Empirical part 3. Conclusions and further research questions Epilogue	305 309 313 323 325 329 329
 8 Conclusions	305 309 323 323 325 329 329 351
 8 Conclusions	305 309 323 323 325 329 329 351
 8 Conclusions 9 Further research questions	305 309 313 323 325 329 351 353
 8 Conclusions	305 309 313 323 325 329 351 353
 8 Conclusions 9 Further research questions	305 309 313 323 325 329 351 353 389