CONTENTS

Foreword vii
Introduction: The Promises of Accountability Research
Melvin J. Dubnick and H. George Frederickson xi

Part I. Complex Challenges **1**

1. The Challenge of Multiple Accountability: Does Redundancy Lead to Overload?
Thomas Schillemans and Mark Bovens 3
2. The Tangled Web of Accountability in Contracting Networks: The Case of Welfare Reform
Barbara S. Romzek 22
3. Accountability Challenges in Public Sector Contracting for Complex Products
Trevor L. Brown, Matthew Potoski, and David M. Van Slyke 42
4. Accountability for Global Governance Organizations
Jonathan Koppell 55

Part II. Obstacles to Accountability 79

5. Performance Blight and the Tyranny of Light? Accountability in Advanced Performance Measurement Regimes
Christopher Pollitt 81
6. Does Performance Measurement Actually Improve Accountability?
Beryl A. Radin 111
7. The Accountability Environment of U.S. Counties
Bonnie J. Johnson, John C. Pierce, and Nicholas P. Lovrich, Jr. 127

Part III. Assessing Accountability **127**

8. Accountability Institutions and Information in the Policy-Making Process
Paul L. Posner and Robert Schwartz 129
9. Accountability and Information-Technology Enactment: A Cross-National Perspective
Richard K. Ghere 146

Part IV. Adapting to Accountability **165**

10. Blame Avoidance and Accountability: Positive, Negative, or Neutral?
Christopher Hood 180
11. The Challenges of Accountability for International Nongovernmental and Civil-Society Organizations
Margaret P. Karns, Timothy J. Shaffer, and Richard K. Ghere 197
12. Accountability in the Nonprofit Sector: Abandoning the One-Size-Fits-All Approach
Kevin P. Kearns 213

Part V. Strategies **211**

13. Watching the Watchers
Sally Wheeler 213
14. Accountability and Voluntary Programs
Matthew Potoski and Aseem Prakash 225

Part VI. Rethinking Accountability **239**

15. Accountability in Two Non-Western Contexts
Sara R. Jordan 241
16. Accountability and a Theory of Representation
Ciarán O'Kelly 255
17. Emergent Accountability and Structuration Theory: Implications
Kaifeng Yang 269
18. Rethinking the Obsession: Accountability and the Financial Crisis
Melvin J. Dubnick and Justin P. O'Brien *282*

Conclusion: Taking Stock and Moving Forward
Melvin J. Dubnick and H. George Frederickson 302

About the Editors and Contributors 304
Name Index x
Subject Index x