

SUCCESSFUL PUBLIC GOVERNANCE

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THREE SEEMINGLY SIMPLE Q'S

- HOW DO WE KNOW SUCCESSFUL GOVERNANCE WHEN WE SEE IT?
- HOW CAN WE EXPLAIN SUCCESS WHEN IT OCCURS?
- HOW CAN WE MAKE THIS KNOWLEDGE PRACTICALLY USEFUL?

A RESEARCH PROGRAM

- Assessing and explaining policy/reform success
- Assessing and explaining organizational success
- Assessing and explaining collaborative success
- Synthesis and lesson-drawing

THREE BASIC CRITERIA SETS

- *PERFORMANCE* (PUBLIC VALUE CREATION)
- *REPUTATION*
(AUTHORIZATION/LEGITIMACY)
- *ENDURANCE*
(CONSOLIDATION/INSTITUTIONALIZATION
)

COMPLEXITIES

1. Programmatic vs political logics of evaluation: Performance-reputation discrepancies
2. Ephemeral vs enduring success

<i>PERFORMANCE</i>	<i>HIGH</i>	<i>LOW</i>
<i>REPUTATION</i>		
<i>HIGH</i>	COMPLETE SUCCESS	INFLATED REPUTATION
<i>LOW</i>	CONFLICTED ACHIEVEMENT	COMPLETE FAILURE

HUNCHES

- Virtuous/vicious cycles – feedback loops, path dependencies
- Critical explanatory factors:
 - Structure: macro context, political time
 - Agency: metagovernance strategies
 - Institutional design
 - Institutional leadership
 - Process management

FOUR LINES OF INQUIRY

LINES OF INQUIRY	PROJECTS
POLICY SUCCESS	<ol style="list-style-type: none">1. 2X4 BEHAVIOUR MODIFICATION POLICIES2. GENERAL INTEREST REFORMS
ORGANIZATIONAL SUCCESS	<ol style="list-style-type: none">3. 5 CONSISTENTLY HIGH PERFORMING AND HIGHLY REPUTED PUBLIC AGENCIES
COLLABORATIVE SUCCESS	<ol style="list-style-type: none">4. 2X6 COLLABORATIVE INITIATIVES/NETWORKS
INTEGRATION/APPLICATION	<ol style="list-style-type: none">5. PRACTITIONER FOCUS GROUPS, ACADEMIC REFERENCE GROUP, SYNTHETIC MONOGRAPH, VALORISATION INITIATIVES

STUDY DESIGN PRINCIPLES

- Don't reinvent the wheel; *replicate* the best / most promising work around
- Stand-alone components, but embedded in uniform *meta-design*
- Compare, contrast and combine where possible, but not for its own sake
- Balance needs of academic vs practical aims and audiences

Study 1: policy success

- *Design*: 2x4 cross-sectoral and cross-national case comparison
- *Sectors*: drink-driving and household energy consumption
- *Countries*: 2x2 UK/Ire – NI/Ger
- *Time frame*: >10 yrs
- *Theory/methodology*: Bovens et al (2001)/McConnell (2011)

Assessing policy outcomes

<i>Political evaluation: reputation</i>	++	--
<i>Programmatic evaluation: performance</i>		
++	Policy Success	Policy Tragedy
--	Policy Farce	Policy Fiasco

Explaining policy success

(Bovens et al, 2001)

- *Sectoral structure*: conducive towards consensual/negotiated policymaking
- *Policy style*: pragmatic, consultative, interaction-seeking
- *Policy frames*: shared understandings that entail shared norms (logics of appropriateness)
- *Administrative capacity & style*: ability to 'deliver' and to consult/co-produce

Study 2: Reform success

- *Design*: single-country, four-sector comparison of post-adoption reform endurance
- *Sectors*: financial (de)regulation; health; housing; public utilities
- *Time frame*: 1985-2015
- *Theory/methodology*: Patashnik (2008), path-dependency literature; Rose/Davies (1994)

Assesing reform outcomes

(Patashnik 2008)

- *Reversal* - reforms are rolled back by new government)
- *Erosion* (reforms are amended or rendered impactless)
- *Entrenchment* (reforms are largely maintained but remain contested)
- *Reconfiguration* (reforms are institutionalized into the structure and culture of the policy sector, creating a new path dependency).

Explaining reform outcomes

(Patashnik, 2008)

Endurance depends upon the degree to which the design/management of a reform succeeds in:

- (a) creating an integrated, tightly coupled package of interventions;
- (b) completely dismantling existing institutional structures and erecting new ones;
- (c) transforming the group identities, incentives, clientele relationships and coalitional alignments of the pre-existing field of interest groups;
- (d) causing actors in the sector to make extensive physical or financial investments connected to the maintenance of the reform.

Study 3: Organizational success

- *Design*: close-up examination of the context, history, culture, management and leadership practices of public agencies that are consistently high-performing and highly reputed

The virtuous cycle of successful public organizations



Study 3: Organizational success

- *Design*: close-up, longitudinal examination of the context, history, culture, management and leadership practices of 5 public agencies that are consistently high-performing and highly reputed
- *Theory/methodology*:
 - Departure point: Goodsell (2011)

Goodsell's mission mystique matrix

(Goodsell, 2011)

	<i>Prime qualities</i>	<i>Essential elaborations</i>	<i>Temporal aspects</i>
<i>A purposive aura:</i>	A central mission purpose permeates the agency	The societal need met by the mission is seen as urgent	Has a distinctive reputation base don achievement
<i>Internal commitment:</i>	Agency personnel are intrinsically motivated	Agency culture institutionalizes the belief system	Agency history is know and celebrated
<i>Sustaining features:</i>	Beliefs are open to contestation and opposition	Agency enjoys qualified policy autonomy to permit appropriate adaptation	Agency renewal and learning is ongoing

Study 3: Organizational success

- *Theory/methodology:*
 - Departure point: Goodsell (2011)
 - Elaborations/specifications:
 - HRO research (Weick&Sutcliffe, 2007 – 5 principles);
 - Selznick/Terry, Boin&Christensen (institution-building leadership)

High-reliability organizing

(Weick and Sutcliffe, 2007)

Effective error-prevention: disciplined attention & rich feedback streams

- Pre-occupation with failure
- Reluctance to simplify interpretations
- Sensitivity to operations

Keeping incidents small: flexible & smart response

- Capacity for resilience
- Expertise above rank in decision-making

Institution-building leadership

(Boin and Christensen, 2008)

Effective institution builders:

- 1: Facilitate trial-and-error processes in the pursuit of effective practices.
- 2: Closely monitor the process by which norms emerge and direct the process through which these norms become accepted as the organization's norms.
- 3: Play an active role when it comes to the embedding of accepted norms within an organization.
- 4: Continuously adapt the organization without compromising its identity.

Study 4: Collaborative success

- *Design*: longitudinal, cross-sectoral comparative case study of 2x6 collaborative networks
- *Theory/methodology*:
 - *Performance assessment*: Torfing et al's IG evaluation framework
 - *Reputation assessment*: participant/stakeholder surveys
 - *Endurance assessment*: select early years networks, track over 7-year period; survival analysis
 - *Explanatory analysis*: Ansell and Gash frameworks

Assessing collaborative performance

(Torfing et al, 2012)

- (a) provide enhanced shared understanding of policy problems and opportunities at hand;
- (b) generate proactive, innovative yet feasible options for action;
- (c) enable the making of joint decisions that go beyond the lowest common denominator;
- (d) ensure smooth policy implementation;
- (e) enable a flexible adjustment of policies and services;
- (f) improve the conditions for future interaction.

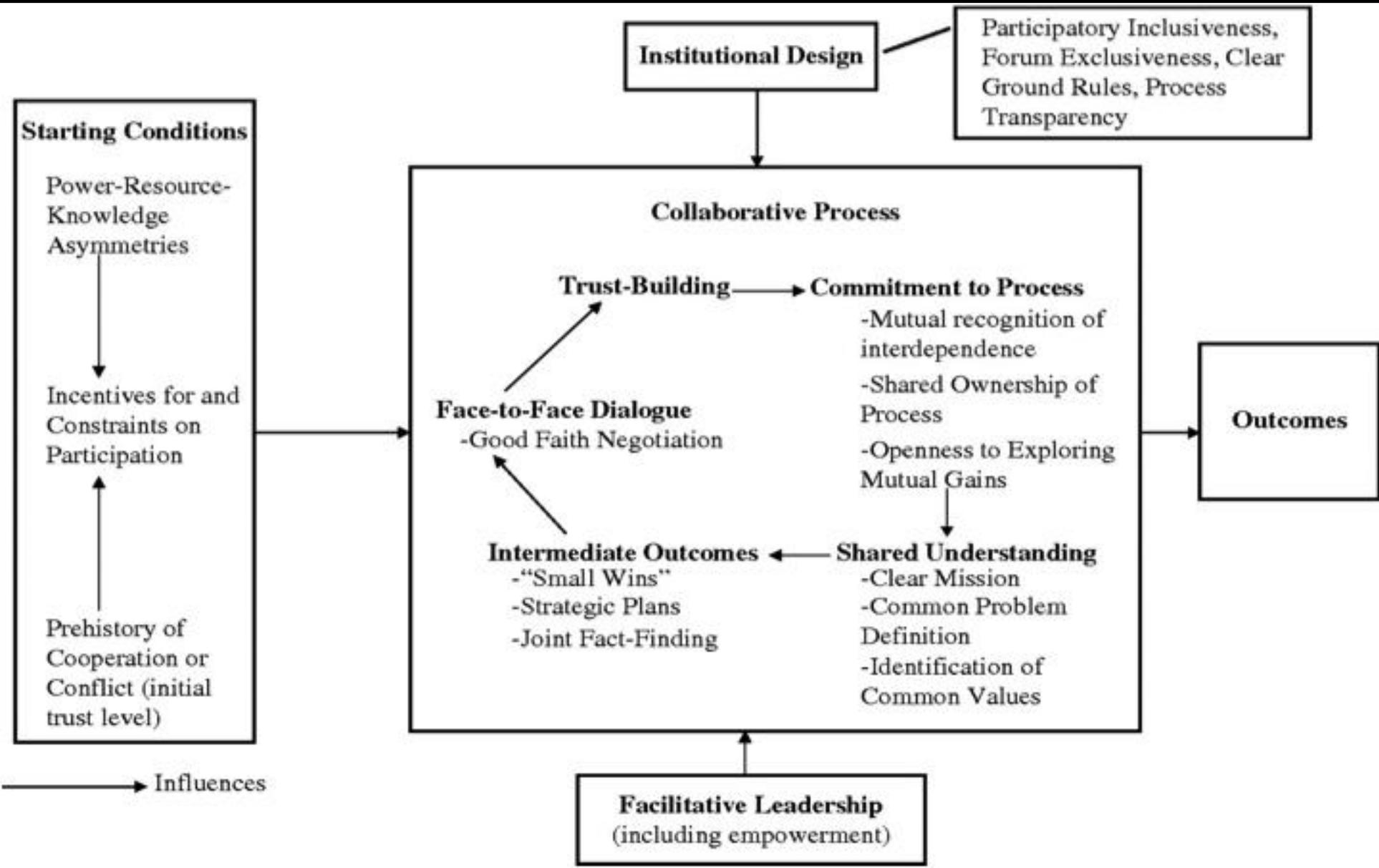
Assessing collaborative reputation/endurance

(Arild and Maor, 2015; Klijn and Koppenjan 2004)

- *Reputation*: participant and stakeholder panel surveys
- *Endurance*: 7-year survival monitoring

Explaining collaboration outcomes

Ansell and Gash's (2008)



Study 5: Synthesis and Lesson-Drawing

- 2 *workshops* (end Yr1, early Yr 4) with international academic reference group
- 3 *focus groups* (mid Yr4) drawn from programs, organizations, networks studied in projects 1-3 as well as senior government officials
- Monograph, outreach publications