SUCCESSFUL PUBLIC GOVERNANCE
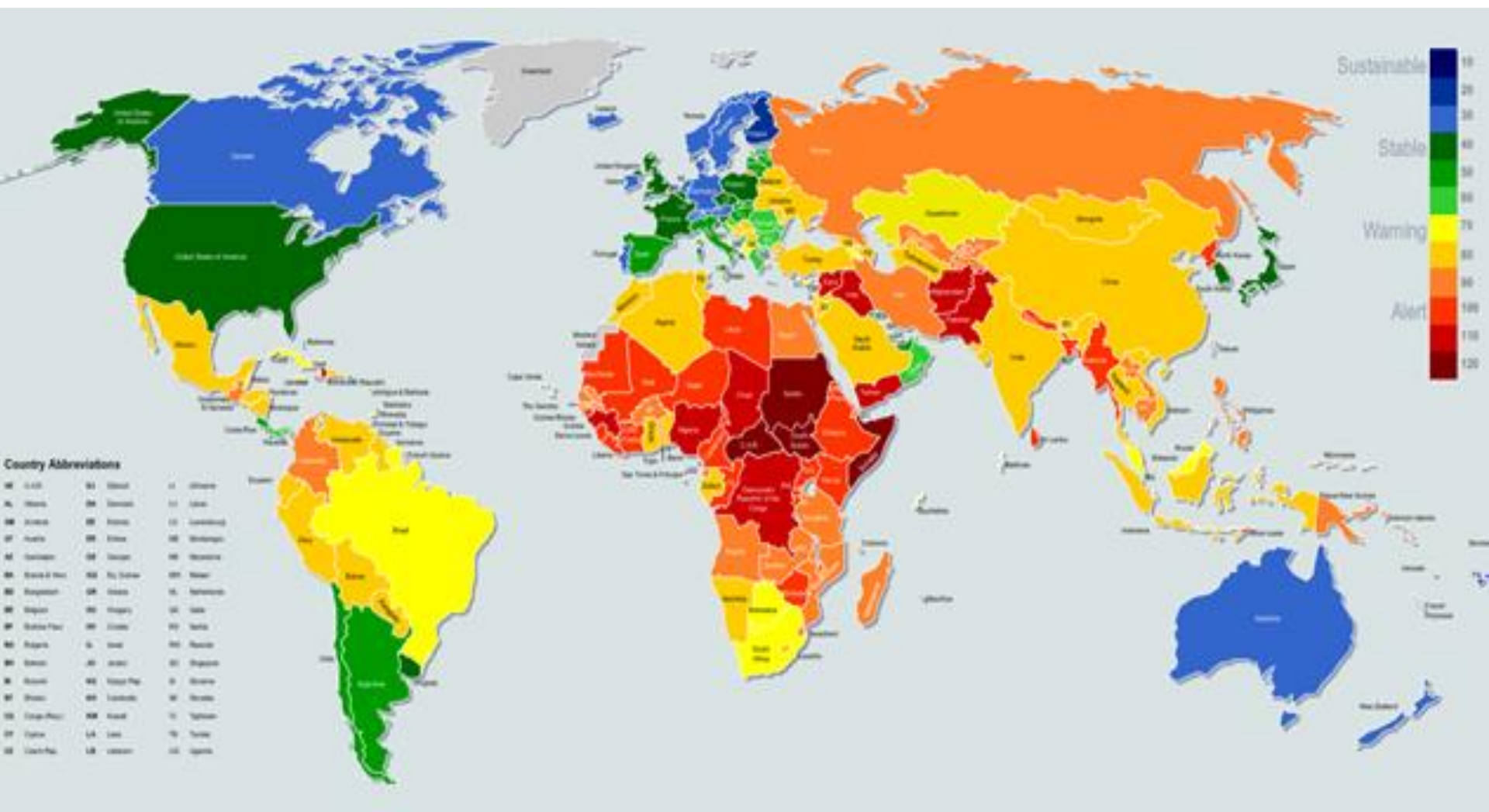
PAUL 'T HART

Part I - IDEAS

Sustainable

Stable

Warning

Alert

Country Abbreviations

People experiencing severe deprivation

% of population

Greece
16-24 year olds

Greece
All ages

Euro area

2007 2008 2009 2010 2011 2012 2013 2014

35
30
25
20
15
10
5
0

Note: the material deprivation rate tracks the proportion of people living in households that cannot afford at least four of nine common items

Source: Eurostat

BBC

ON TYRANNY

TWENTY LESSONS
FROM THE
TWENTIETH CENTURY

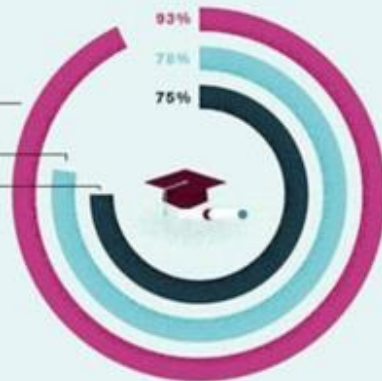## TIMOTHY SNYDER

Finland's school system accomplishes some impressive feats:

THEIR HIGH SCHOOL GRADUATION RATE IS AT 93%.

COMPARED TO 78% IN CANADA.
AND 75% IN THE US.

93%
78%
75%

ABOUT 2 IN 3 STUDENTS IN FINLAND WILL GO ON TO COLLEGE.

That's the highest rate in all of Europe.
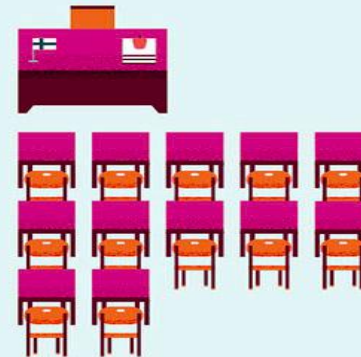
So what makes Finnish students so successful?

STUDENTS GET PLENTY OF TEACHER INTERACTION.

Finland and New York City have the same number of teachers. But Finland has nearly half the number of students.
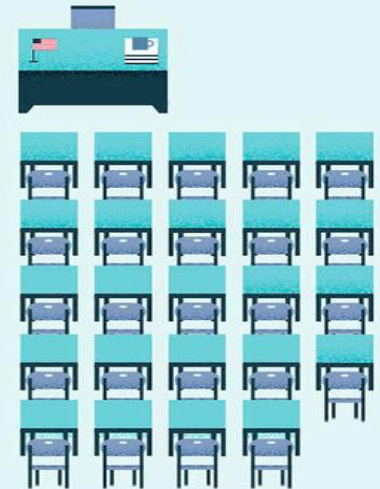
FINLAND
Students:
600,000

Student to teacher ratio:
1 TO 12

NYC
Students:
ALMOST 1.1 MILLION

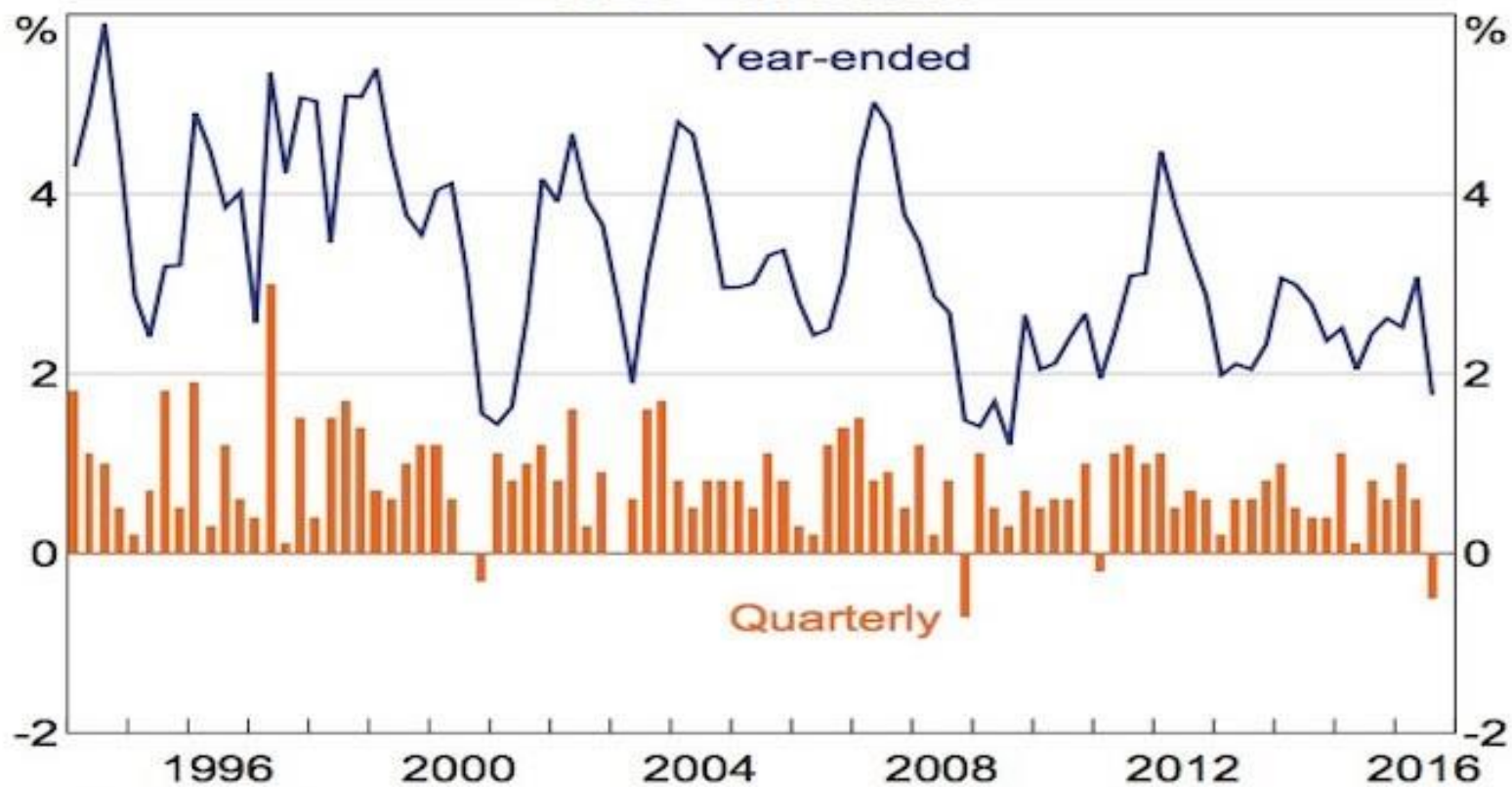Student to teacher ratio:
1 TO 24

THOUGH 1 IN 3 FINNISH STUDENTS RECEIVES SOME SORT OF SPECIAL HELP IN SCHOOL...

There are no separate classrooms for accelerated learning or special education.

GDP Growth

INCARCERATION RATES
AMONG FOUNDING NATO MEMBERS

INCARCERATION RATE
(per 100,000 population)

Country	Rate
United States	693
United Kingdom	145
Portugal	139
Luxembourg	120
Canada	114
France	99
Belgium	98
Italy	88
Norway	70
Netherlands	69
Denmark	61

Source: http://www.prisonpolicy.org/global/2016.html
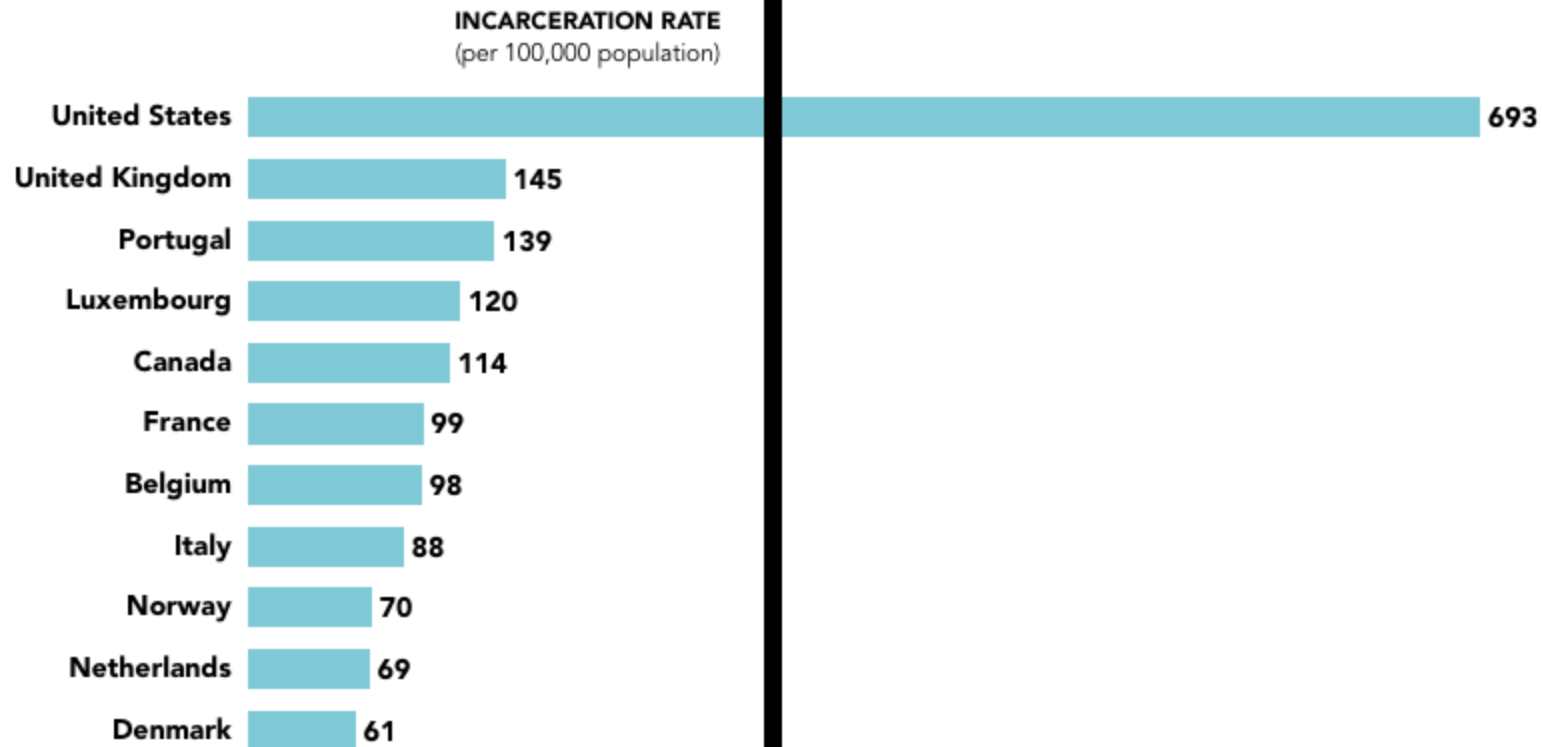
Lineaire economie

Keteneconomie met recycling

Circulaire economie

Grondstoffen
Productie
Gebruik
Restafval

Grondstoffen · Productie · Recycling · Restafval · Gebruik

Recycling · Duurzame productie · Duurzaam gebruik

Van Afval Naar Grondstof

€270 — 270
€251 — 251
€249 — 249
246 · 246 · 246 · 242
€250
241
€230
205 · 204
€210
€190
172 · 171
€170
2010 2011 2012 2013 2014 2015

– ← – Landelijk gemiddelde afvalstoffenheffing
– ● – Afvalstoffenheffing in Regio Rivierenland (2014 en 2015 indicatief)

Culemborg · Buren · Neder-Betuwe · Geldermalsen · Tiel · West Maas en Waal · Lingewaal · Neerijnen · Zaltbommel · Maasdriel

GESCHEIDEN INGEZAMELD
110 KG GFT · 24 KG GLAS · 71 KG PAPIER · 4 KG TEXTIEL · 9 KG KUNSTSTOF VERPAKKINGEN

RESTAFVAL
54 KG KUNSTSTOF VERPAKKINGEN · 38 KG GFT · 17 KG PAPIER · 10 KG TEXTIEL · 6 KG GLAS

CYCLING
WITHOUT
AGE

ENCA PAVRA OGNVOM FRANCO CAMINI
ELAVORANDO SEMINI CIASCVNO
MENTRE CHE TAL COMVNO
MANTERRA QVESTA DONNA ISIGNORIA
CHEL ALEVATA AREI OGNI BALIA

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

- Constructing, challenging, narrating 'success'

- 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

PERFORMANCE *REPUTATION*	*HIGH*	*LOW*
HIGH	COMPLETE SUCCESS	INFLATED REPUTATION
LOW	CONFLICTED ACHIEVEMENT	COMPLETE FAILURE

HUNCHES

- 'Performance': Achievements and narratives
- Mechanisms rather than causes
- Loops rather than lines Virtuous/vicious cycles
- Critical factors:
  - Structure: macro context, political time
  - Agency: metagovernance strategies
    - Institutional design
    - Stewardship
    - Process management

The virtuous cycle of successful public organizations

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

LINES OF INQUIRY

LINES OF INQUIRY	PROJECTS
CONSTRUCTING, NARRATING SUCCESS	FOCUS GROUPS, DISCOURSE ANALYSIS
POLICY SUCCESS	COMPARATIVE CASE STUDIES OF BEHAVIOUR MODIFICATION POLICIES & OF ENDURANCE OF GENERAL INTEREST REFORMS
ORGANZATIONAL SUCCESS	UP-CLOSE STUDIES OF CONSISTENTLY HIGH PERFORMING AND HIGHLY REPUTED PUBLIC AGENCIES
COLLABORATIVE SUCCESS	COMPARATIVE ANALYSIS OF 2X6 COLLABORATIVE INITIATIVES/NETWORKS
INTEGRATION/APPLICATION	SYNTHETIC MONOGRAPH, VALORISATION INITIATIVES

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)

PART II - BEACONS

Mission mystique matrix

(Goodsell, 2011)

Mission
Mystique
BELIEF SYSTEMS IN
PUBLIC AGENCIES

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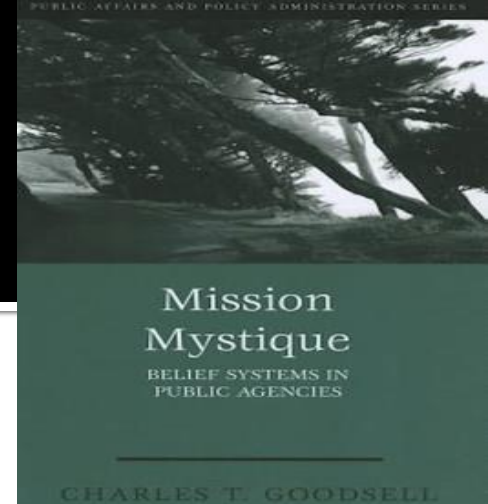
	Prime qualities	*Essential elaborations*	*Temporal aspects*
A purposive aura:	A central mission purpose permeates the agency	The societal need met by the mission is seen as urgent	Has a distinctive reputation base don achievement
Internal commitment:	Agency personnel are intrinsically motivated	Agency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

High-reliability organizing
(Weick and Sutcliffe, 2007)
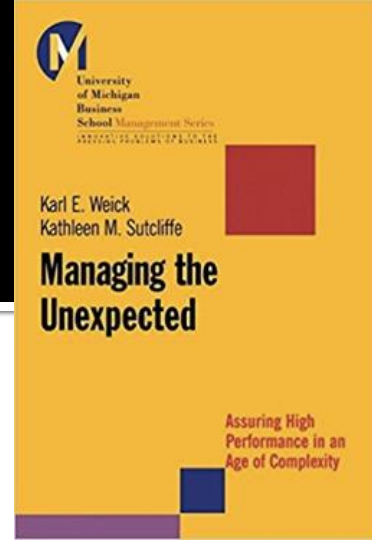
Effective error-prevention:
disciplined attention & rich feedback streams
- Pre-occupation with failure
- Reluctance to simplify interpretations
- Sensitivity to operations

Keeping incidents small: flexible & smart response
- Capacity for resilience
- Expertise above rank in decision-making

Institution-building leadership

## (Boin and Christensen, 2008; Frederiksson, 2007)

CRAFTING PUBLIC INSTITUTIONS

Leadership in Two Prison Systems

Arjen Boin

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.
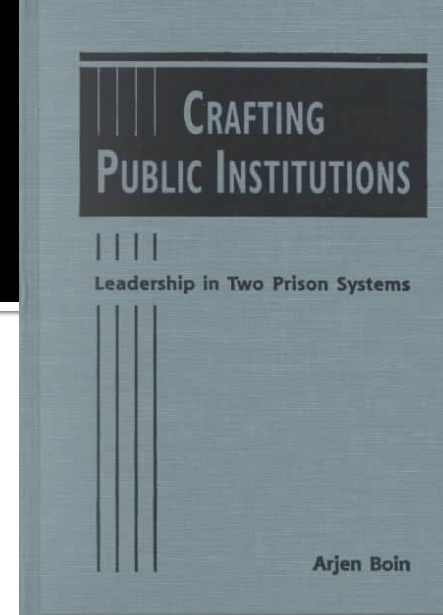
Assessing collaborative performance (Torfing et al, 2012)
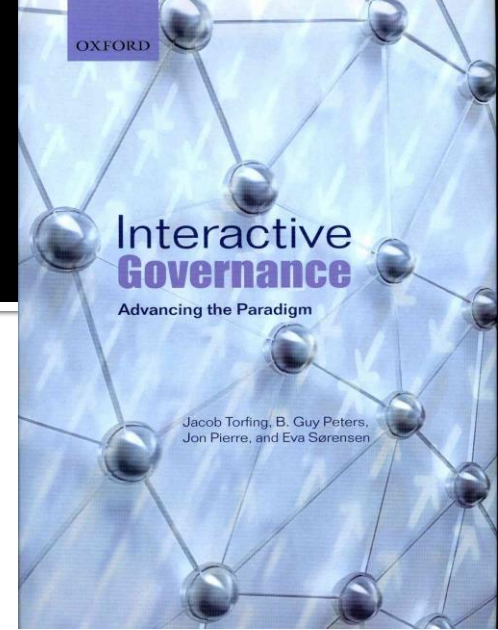
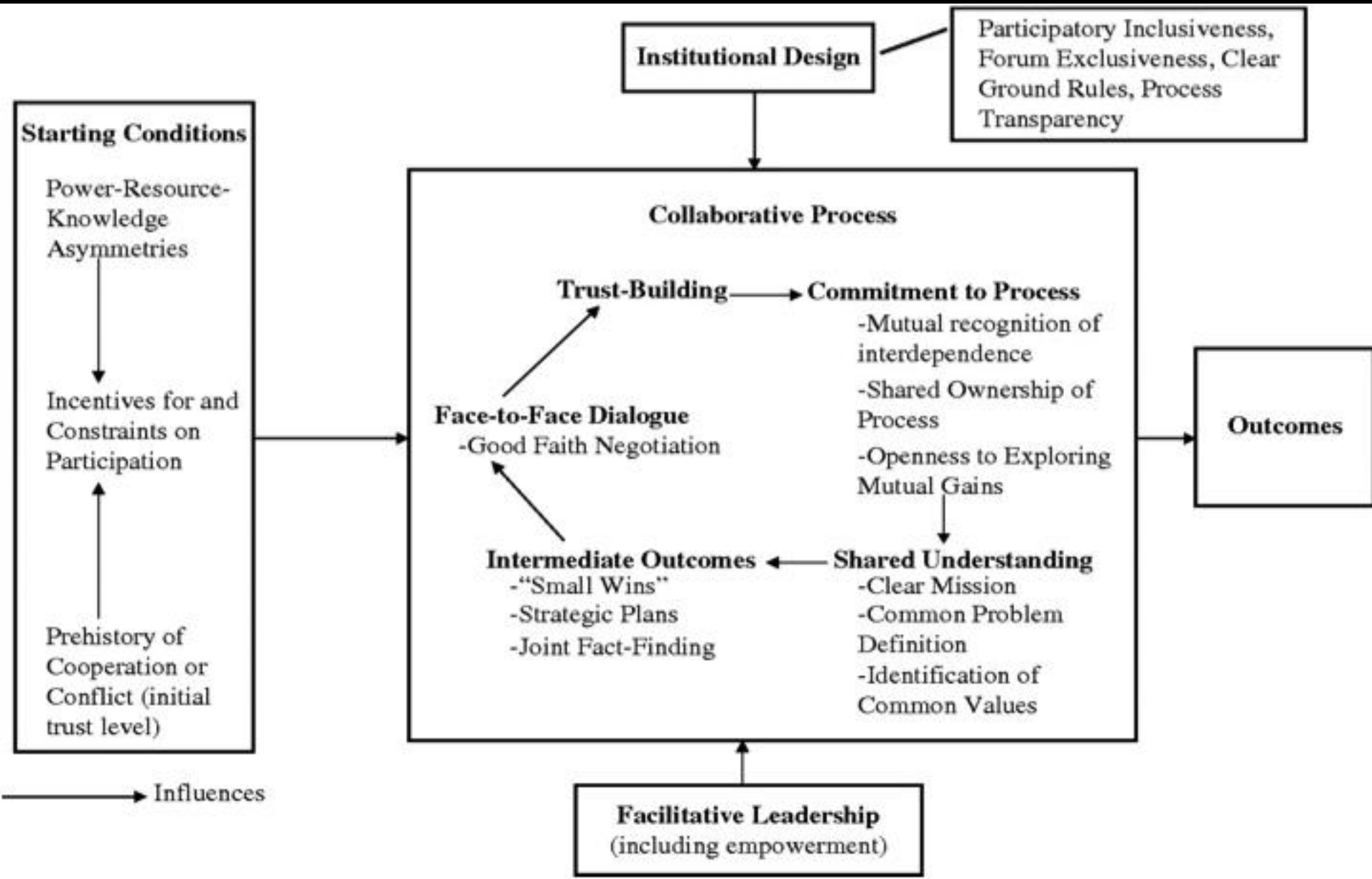(a) provide enhanced shared understanding of policy problems and opportunities at hand;

(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.

Explaining collaborative performance
Ansell and Gash's (2008)

Institutional Design — Participatory Inclusiveness, Forum Exclusiveness, Clear Ground Rules, Process Transparency

Starting Conditions

Power-Resource-Knowledge Asymmetries

Incentives for and Constraints on Participation

Prehistory of Cooperation or Conflict (initial trust level)

Collaborative Process

Trust-Building → **Commitment to Process**
-Mutual recognition of interdependence
-Shared Ownership of Process
-Openness to Exploring Mutual Gains

Face-to-Face Dialogue
-Good Faith Negotiation

Intermediate Outcomes ← **Shared Understanding**
-"Small Wins"
-Strategic Plans
-Joint Fact-Finding

-Clear Mission
-Common Problem Definition
-Identification of Common Values

Outcomes

→ Influences

Facilitative Leadership
(including empowerment)

PART III - REALITIES

https://www.successfulpublicgovernance.com/about-us

Spearhead projects (1): Local public value creation

- 3x3 comparative case studies
  - Social domain
  - Physical domain
  - Democratic domain
- Issue/context-based 'public value tables' (Vd Noort et al, 2017)
- Interactive/engaged data-gathering and dissemination/impact formats

  - SPG staff: Dr. Lieske vd Torre, Dr. Scott Douglas
  - Partnership: Council of Dutch Municipalities

Spearhead projects (II)

- Teachable case studies. Two volumes on 'Great Policy Successes'

  - Australia/New Zealand (ANZSOG, ANU Press), 18 cases covering wide spectrum of policy domains, levels of government, historical eras
  - Global (OUP), 15-20 cases, ibid

    - SPG staff: Dr Mallory Compton, Jo Luetjens Msc, PtH
    - Partnership: Centre for Public Impact (BCG)

Spearhead projects (III): Collaborative governance dataset

- Codebook based on Ansell/Gash (2008), Tofing et al (2012), Emerson/Nabatchi (2016)

- Creation of common pool large-n resource by and for authors of in-depth, small-n CG case studies

- Combined quant/qual data. 74 variables

  - SPG Staff: Douglas/'t Hart,
  - Partnership: Chris Ansell, Jakob Torfing, Eva Sorensen, Charles Parker, Daniel Nohrstedt.

- Intensive case studies of public organizations:
  - High performers in a discredited sector: Housing corporations
  - Highly innovative operators in an old, rigid and precarious sector: Water boards
  - Public regulators and inspectorates

  - SPG staff: Prof Judith van Erp, Dr. Stefanie Beyens, Lauren Fahy MPP
  - Partnership: Koen Verhoest, Madalina Busuoic, Heidi Houlberg, Sharon Gilad, Sjors Overman et al

Interested? Get involved

- @ECPR joint sessions Apr 2018: Understanding Success in Government (Beyens/McConnell)
- @IRPSM conference Apr 2018: Collaborative governance stream of panels (Douglas/'t Hart, Torfing, Ansell et al)

  - And much more, see:
    - www.successfulpublicgovernance.com
    - @theSPGprogram