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

PERFORMANCE *REPUTATION*	*HIGH*	*LOW*
HIGH	COMPLETE SUCCESS	INFLATED REPUTATION
LOW	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

FOURLINES OF INQUIRY

LINES OF INQUIRY	PROJECTS
POLICY SUCCESS	1. 2X4 BEHAVIOUR MODIFICATION POLICIES 2. GENERAL INTEREST REFORMS
ORGANZATIONAL SUCCESS	3. 5 CONSISTENTLY HIGH PERFORMING AND HIGHLY REPUTED PUBLIC AGENCIES
COLLABORATIVE SUCCESS	4. 2X6 COLLABORATIVE INITIATIVES/NETWORKS
INTEGRATION/APPLICATION	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 – Nl/Ger
- *Time frame*: >10 yrs
- *Theory/methodology*: Bovens et al (2001)/McConnell (2011)

Assessing policy outcomes

Political evaluation: reputation Programmatic evaluation: performance	++	--
++	Policy Success	Policy Tragedy
--	Policy Farce	Policy Fiasco

Explaining policy success
(Bovens et al, 2001)

- *Sectoral structure*: conducing 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

Organization performs well on its key mission

Organization develops reputation for excellence/integrity

Organnization enjoys low-level of critical scrutiny from media and 'watchdogs'

Organisztion enjoys strong ministerial support and high level of autonomy in managing its affairs

Organization is less likely to be crippled by 'blame games' in the event of incidents and failures, and is more likely to learn from them

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)

	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

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.

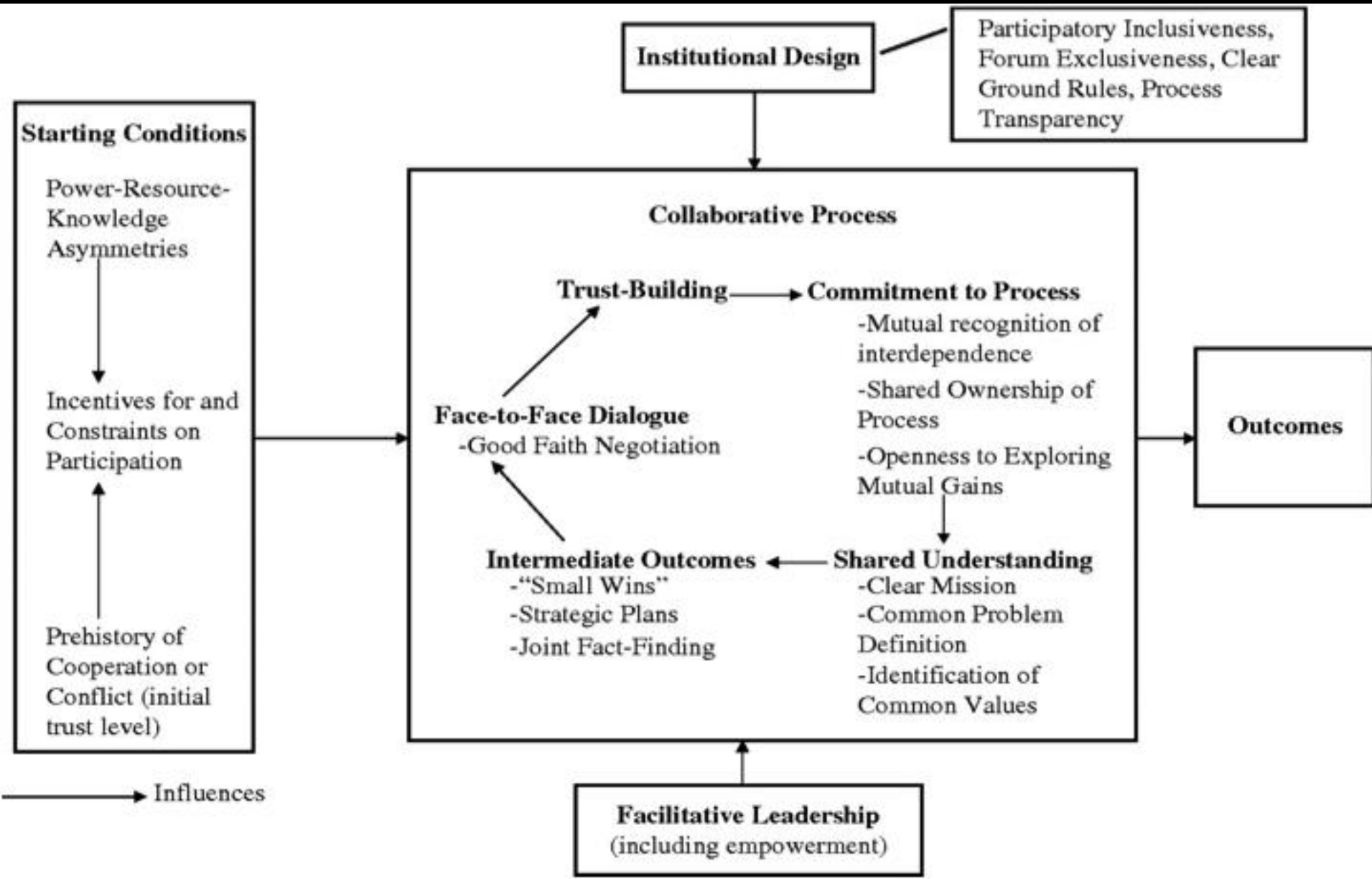# Assessing collaborative reputation/endurance
(Arild and Maor, 2015; Klijn and Koppenjan 2004)

- *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