Redesigning “From Policy Design to Policy Practice”

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Classical policy cycle:
design, decide, implement, evaluate

Changing times: pressure, changes, transformation, transition, wickedness:
this requires at least three expansions

1. Stakeholders
2. Cycles
3. Layers of Governance

Reinventing and Redesigning
“May You Live in interesting Times”
“May You Live in interesting Times”
(58th Biennale of Venice, 2019)

**Stanislav Kolíbal** represents the Czech Republic at the 58th International Art Exhibition la Biennale di Venezia. The exhibition will develop the key themes of Kolíbal’s work – *time and lability* – as a critical response to the challenging political and social context in Czechoslovakia and nowadays. Dieter Bogner has been appointed curator of the exhibition in the **Czech and Slovak pavilion**.
“May You Live in interesting Times”
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Stanislav Kolíbal
FORMER UNCERTAIN INDICATED
oscillating between illusion and reality – articulate aspects of lability in the dual relationship of perfection/ insufficiency, stability/ instability, certainty/ uncertainty.
They are based on the artist´s critical perception of constant changes of his social and political milieu.
Some classical lessons learned

• Markets: not applicable to all policy fields
• Networks: sometimes too cosmetic
• Hierarchies: remain very useful
• Performance: Cost Benefit Analysis
• Agencies: Keep an eye on co-ordination
• Partnerships: Do not lose control

• Need for a smart combination of a system based on NWS (New legal frameworks, HTM), blended with NPM (quasi markets, MTM), and NPG (Networks:NTM)
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New Crises, GEC, Fiscal Stress

Implications for change:
• Changing Decision Making
• Changing contents of Policies
• Changing from Management to Governance
Changing Decision Making:

- Participation: Investments, co-production
- New Centralisation (Debt Management, Fiscal Rules, …) and New Decentralisation (hiving off responsibility for service delivery, with less resources)
- Referenda
- Decreased political leadership, increased populism
- Direct political communication
- ‘Evidence’ between ‘truth’ and ‘alternative truth’
Changing Contents of Policies:

- Recognition of ‘wicked’ policy problems
- Recognition of connected ‘global and local’ problems: 17 SDGs
- Less welfare state
- Different globalization, different nationalism
- Inclusion versus experienced exclusion and abandonment
Changing from Management to (Complex) Governance:

- Blend of Hierarchy/Market/Network
- Horizontal and Vertical co-production
- Citizen/Societal Engagement
- Reforming legal frameworks
The SDGs - scope
The SDGs as an integrated system

Three Dimensions of Integrating Policy Design and Delivery (UN World Public Sector Report, 2018)

Three dimensions of integrating policy design and delivery include:

1. **Governance level**: Global, Regional, National, Sub-national, Local.
2. **Different Sectors/Line Ministries**: Vertical integration, Horizontal integration.
3. **Stakeholders/Engagement**: Whole-of-Society, Policy issues, Stakeholders.
Expansion 1: Three Cycles
Expansion 2: Including Stakeholders

Active Involvement of citizens/customers
Expansion 3: Five Layers of Public Governance

- Corporate governance: management of a single public sector organisation
- Holding governance: managing a cluster of organisations that belong together and need a consolidated governance
- Public service governance: public sector delivery is part of the public service delivery
- Suprastructure governance: beyond institutional infrastructure governance: values, culture, ideas
- Systemic governance: Whole-of-Government system design
Five Layers of Public Governance

I: Private sector
   - NGO’s
   - Citizens

II: Ideology
    - Values
    - Culture

III: H, M, N
     - (De)centralize
     - Allocation
     - Politics/administrations

IV: Public Governance Institute

V:

IIAS
International Institute of Administrative Sciences

IISA
Institut International des Sciences Administratives

KU LEUVEN
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Reinventing and Redesigning Policy Design and Policy Practice
1. Stakeholders: co-co-co-co
2. Cycles: policy, financial, contract
3. Layers of Governance: All five layers