



The UN wants accelerated governance of the Sustainable Development Goals – but are we really ready?



Keynote

IIAS GOVERNANCE WEEK

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Content

1. Context

- 
2. Principles for effective governance of sustainable development
 3. A pragmatic, actionable definition of governance
 4. Governance styles
 5. Governance failure
 6. Metagovernance for a meta-policy
 7. Values, traditions, mind-sets
 8. Metagovernance in practice
 9. Mission-oriented Public-sector reform -> acceleration & transformation?
 10. Wrap-up





'Our house is on fire': Greta Thunberg, 16,
urges leaders to act on climate

Greta Thunberg






Belgian students hit the streets as "climate strike" spreads across Europe

Movement started by 16-year-old Greta Thunberg led 35,000 Belgian students to walk out of class on Thursday



Protestors hold placards as they march during a Rise for the Climate demonstration in Brussels, Sunday, Jan. 27, 2019. (AP/Geert Vanden Wijngaert)



New European Commission
(Dec. 2019):

- The **European Green Deal** (11-12-2019) is our **new growth strategy**. It puts sustainability – in all of its senses – and the well-being of citizens at the centre of our action.
- This requires bringing together four dimensions:
environment, productivity, stability and fairness





- We live in turbulent times with great challenges
- The **UN Sustainable Development Goals (SDGs)** since 2015 are a 'meta-policy', guiding all policies towards 2030
- 17 Goals, 169 targets, and more than 200 indicators to tackle the big challenges of our time by 2030
- The SDGs are designed to be universal and holistic/indivisible -> nexus approach needed



The SDGs cover virtually all areas of life: economic, social and environmental. They challenge all sectors of government to act



SDGs 16 & 17 are the 'governance SDGs' - *Nothing happens without them*

SUSTAINABLE DEVELOPMENT GOAL 16

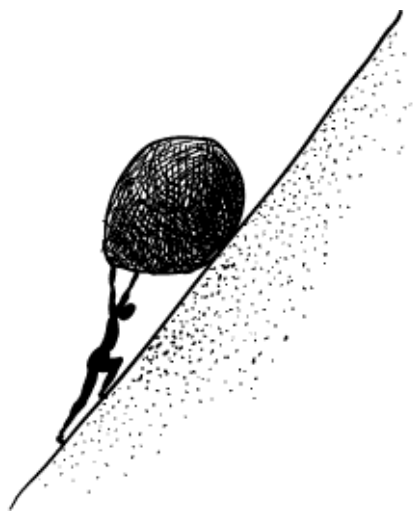
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



SUSTAINABLE DEVELOPMENT GOAL 17

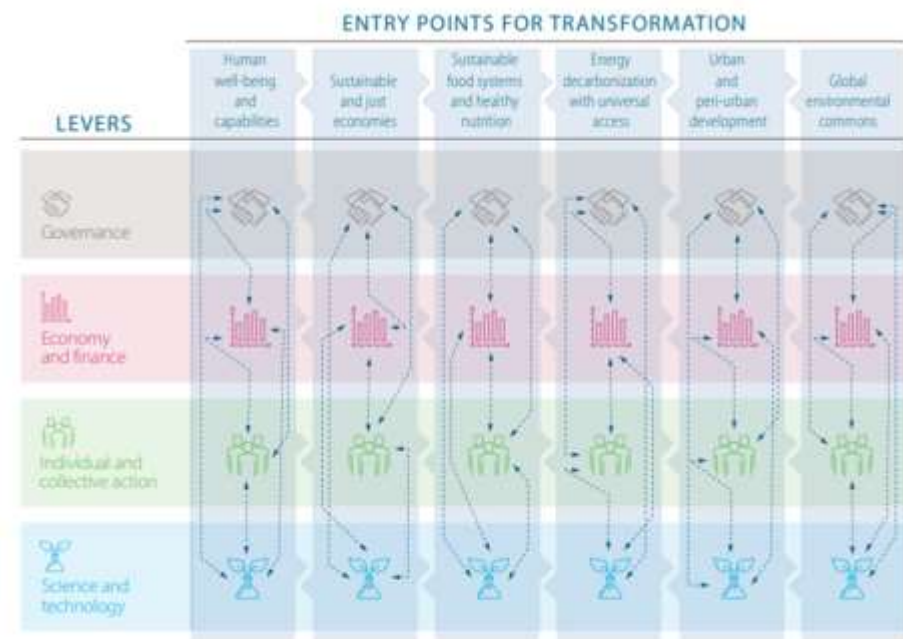
Strengthen the means of implementation and revitalize the global partnership for sustainable development





- **Quality of public administration & governance is a key enabler for implementing the SDGs**

Global Sustainable Development Report 2019: Governance is 1st of four 'levers' for transitions



- **We know that there are no one-size-fits-all governance solutions: context matters a lot**
- **Important to have a joint mind-set/'language' for (sustainability) governance -> including principles**





- The **Committee of Experts on Public Administration (CEPA)** is an expert body of the United Nations that studies and makes recommendations to improve governance and public administration structures and processes for development.



USA



Belgium



India



France



Cabo Verde



South Africa



Malaysia



UK



Ghana



Kenya



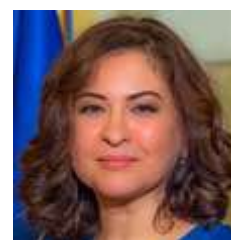
China



Netherlands



Trinidad & Tobago



Lebanon



Cameroon



Dominican Republic



Slovakia



Croatia



Brazil



Venezuela



Thailand



Bangladesh



Algeria



Russian Federation

Principles of Effective Governance for Sustainable Development



Effectiveness

- » Competence
- » Sound policymaking
- » Collaboration

Accountability

- » Integrity
- » Transparency
- » Independent oversight

Inclusiveness

- » Leaving no one behind
- » Non-discrimination
- » Participation
- » Subsidiarity
- » Intergenerational equity


**SUSTAINABLE
DEVELOPMENT
GOALS**

Principles of effective governance for sustainable development

What are they for?

- » Building strong institutions at all levels
- » Serving as a reference point that brings together relevant standards and technical guidelines
- » Informing public sector reform initiatives for the SDGs

Where do they come from?

- » Developed by CEPA specifically for SDG implementation
- » Endorsed by the UN Economic and Social Council
- » Based on United Nations agreements

How can countries benefit from them?

- » As an analytical framework in policy formulation
- » As a guide in assessing institutional capacities, processes and culture
- » As a foundation of SDG awareness raising and training initiatives

- [CEPA Input paper](#) for the 2019 High-Level Political Forum (July, New York):



Theme: “Governance and public administration aspects of empowering people and ensuring inclusiveness and equality”

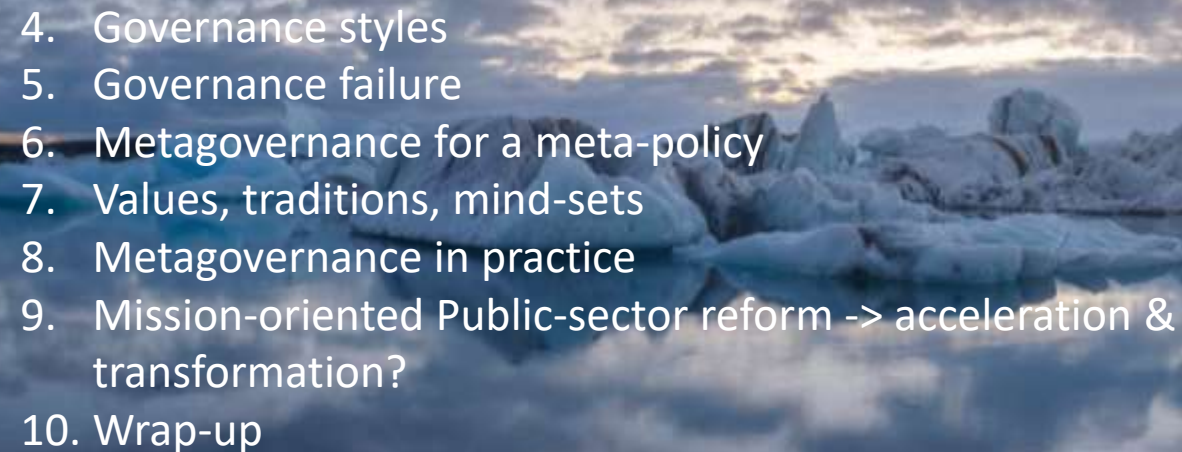


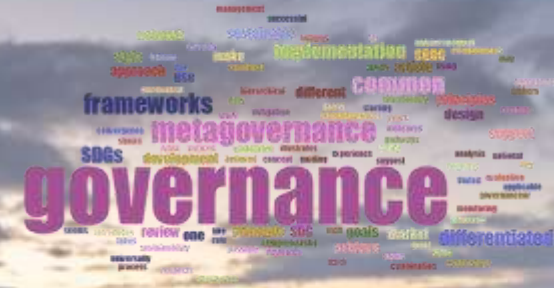
The main messages include:

- **Public institutions are not ready to curb the trend of disempowerment**
- **At least half of the world’s poor may be living in fragile and conflict-affected settings by 2030**
- **Silo-thinking is hampering the holistic implementation of the SDGs**
- **Each country must follow its own path, building on its own governance structures, political, economic and social realities, local strengths and unique needs.**



3. A pragmatic, actionable definition of governance

- 
4. Governance styles
 5. Governance failure
 6. Metagovernance for a meta-policy
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What is a useful definition of 'governance'?

We need a broad definition which covers institutions, instruments/tools, processes, participation

Governance is how public administration organisations and other stakeholders develop solutions and create opportunities for societal challenges (Meuleman 2014)

➤ **Policy is WHAT we do, but governance is HOW we do it**



Frans Timmermans
First executive Vice-
President
European Commission

The SDGs are not just for some countries, but for all countries – rich and poor alike. Fundamentally this is about rethinking everything we do. Ultimately, this is all about governance. About inclusiveness: societies will only accept transformation if people feel their voices have been heard. And it's about breaking out of silos.

(UN General Assembly, September 2015)

Governance is about delivering results for people; its legitimacy depends on its overall effectiveness, and the effectiveness of its policies.

(Foreword in the book MG for Sustainability, 2018)



Governance frameworks

Governance has only a practical meaning when it is tailor-made for a specific situation:

A 'governance framework' is a specific set of governance elements for a specific objective in a specific situation/context

(Meuleman 2014)

Institutions + instruments + processes + actor roles



**e.g. EU
Plastics
Policy:**

Single Use
Plastics
Directive



Plastics
Strategy



Public
consultation



Public awareness
raising

Global trends in governance

Key governance principle	Upward trends	Downward trends
Effectiveness	Contextuality, pluriformity & diversity, peer learning and twinning; “Common But Differentiated Governance” (CBDG)	Blueprint thinking, proliferation of ‘best practices’
Accountability	Sustainability indicators, citizens accounting, result indicators	Detailed performance indicators, output indicators
Inclusiveness	Collaboration, co-creation, empowerment, local government, ‘Teaching silos to dance’	Patronizing, dependency, Silo-thinking

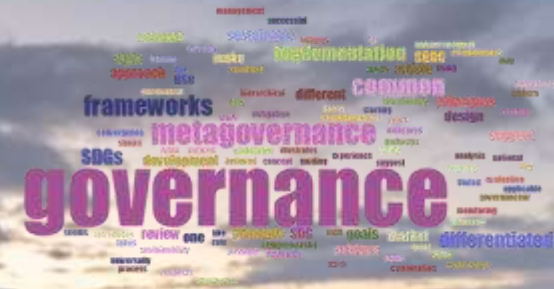




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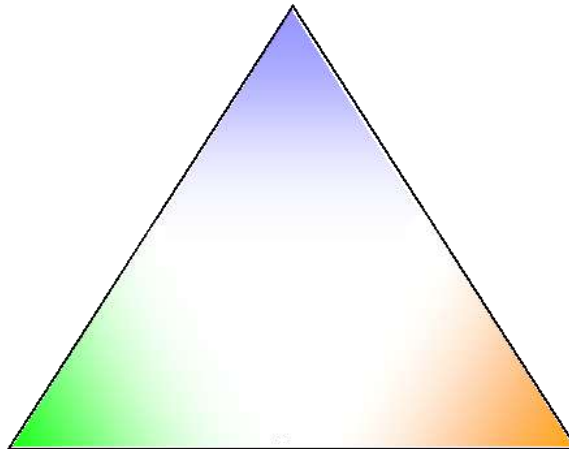
Three basic governance ~~modes~~ styles and their hybrids



Hierarchical governance



Network governance



Market governance

On the complexity and the number three:

"One chord is fine. Two chords are pushing it. Three chords and you're into jazz"

Lou Reed, musician



Typical hierarchical instrument

If you only have a hammer,
every problem looks like a
nail
(A. Maslov)



Typical network governance instrument



If you only have trust, every problem looks like a breach of trust



Typical market governance instrument

If you have only money, every problem looks like a financial/monetary issue



Market-driven governance can get it wrong in its pure form....



Example: the most efficient & hygienic hospital (source: BBC - Yes, Minister)

Each of the three styles has a convincing internal logic

Governance styles	Examples of typical features of the styles
Hierarchical governance	Rational, reliable, stability, legitimacy, justice, accountability, risk averse, government-centered, centralised, planning and design, authoritative, instructions, one-way communication, dependency, subordinates, obedience, rules-based, command and control
Network governance	Partnerships, collaborative learning, co-creation for innovation, informal arrangements, trust-based, harmony, communication as dialogue, process management, diplomacy, mutual dependence, mutual gains approach, consensus, voluntary agreements, covenants
Market governance	Rational, cost-driven, flexible, competition as driver for innovation, price, marketing, decentralised, bottom-up, individualist, autonomy, self-determination, empowering, services, contracts, incentives, awards and other market-based instruments

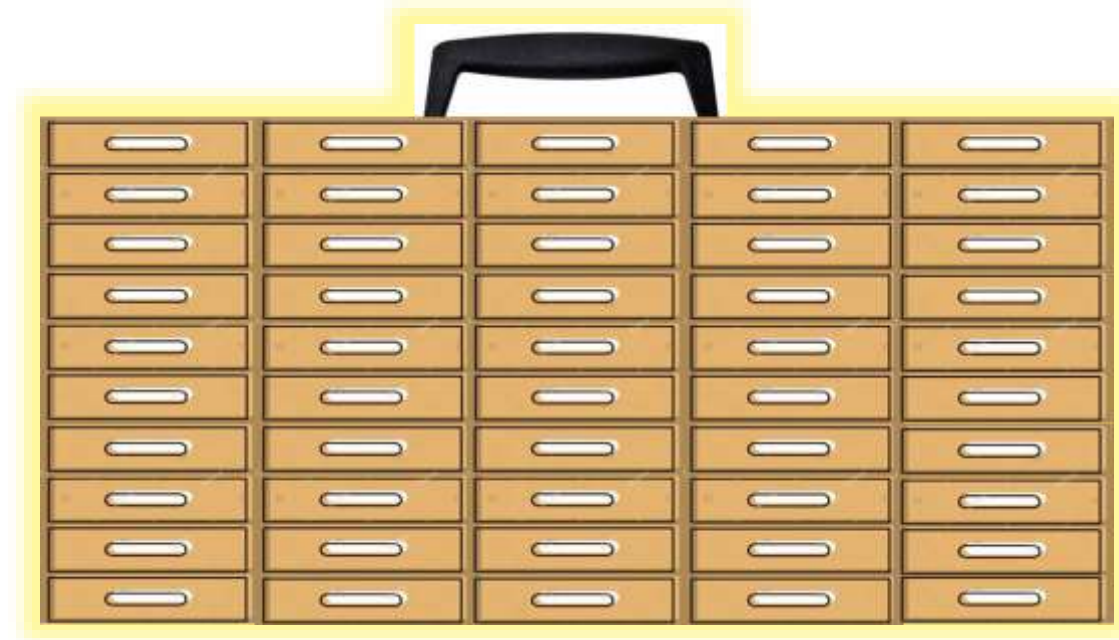


50 Differences between 3 governance styles:



50 x 3 operational forms

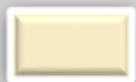
A 'toolbox' for ex-post analysis of governance, and for design of a governance framework



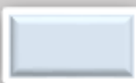
“Fifty shades of governance”



Vision/strategy



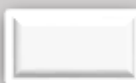
Institut./instrum.



Processes/actors



Problems/outcomes



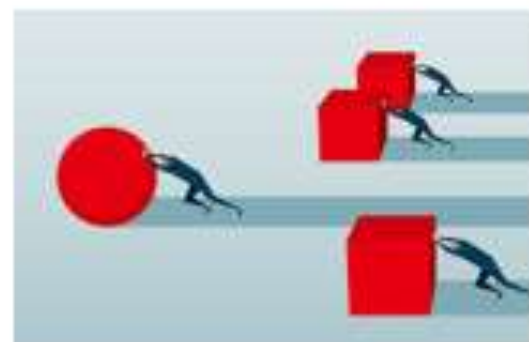
1.Ways of life	11.Strategy styles	21.Control mechanism	31.Accountability style	41.Values civil servants
2.Relational values	12.Reply to resistance	22.Coordin. mechanism	32.Type of context	42.Key competences
3.Theor. background	13.Organiz. orientation	23.Transaction types	33.Process/project mgt	43.Mgt. developm. obj.
4.Key concepts	14.Actor perceptions	24.Degree of flexibility	34.Reform approach	44.Dealing with power
5.Mode of calculation	15.Selection of actors	25.Level of commitment	35.Innovation style	45.Conflict resolution
6.Primary virtues	16.Stocktaking of actors	26.Communic. styles	36.Relation types	46.Problem types
7.Common motive	17.Institutional logic	27.Roles of knowledge	37.Social interactions	47.Problem framing
8.Motive of actors	18.Dealing with silos	28.Science-pol. interface	38.Public manager roles	48.Governance failures
9.Roles of government	19.Policy instruments	29.Impact assessments	39.Leadership styles	49.Public procurement
10.Metaphors	20.Decisionmaking unit	30.Access to information	40.Empowerment	50.Output and outcome

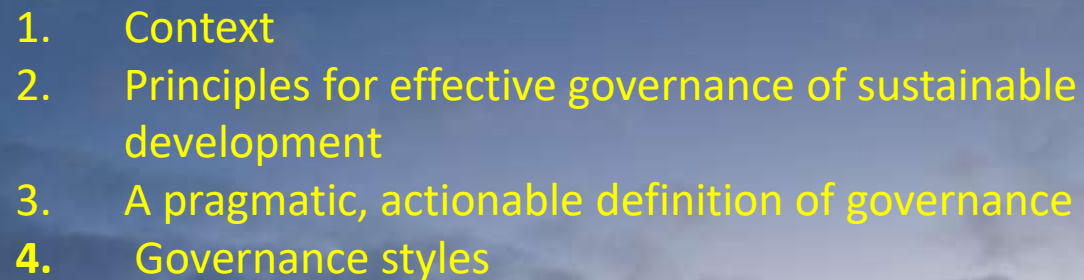
Framing of problems

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
47. Framing of problems	A relevant problem is framed as disorder	A relevant problem is framed as lack of consent	A relevant problem is framed as inefficiency



Chaos. German Style.





A word cloud visualization of terms related to governance. The most prominent word is "governance" in large, bold, purple letters at the bottom. Other significant words include "frameworks", "melagovernance", "differentiated", "common", "design", "SDGs", "review", "goals", "differentiated", "frameworks", "melagovernance", "differentiated", "design", "SDGs", "review", "goals", "differentiated". Smaller words include "management", "services", "information", "need", "openness", "USC", "interrelated", "different", "common", "design", "SDGs", "review", "goals", "differentiated", "frameworks", "melagovernance", "differentiated", "design", "SDGs", "review", "goals", "differentiated".

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Policy failure is more in the spotlight than governance failure

Typology:

1. Governance design failure results from the mismatch of problem context and governance style; the governance style (combination) is incapable to address successfully a specific problem type.

2. Governance capacity failure results from the mismatch of governance style and governance capacity; the chosen governance style may be suitable to address a specific problem type, but governmental actors do not possess the necessary capacity (i.e. competences, skills, capabilities) to bring about results.










2. Governance management failure: failure resulting from ineffective management of governance frameworks. For example governance 'savviness' issues such as the mismatch of ambition, level of information, and ability to make good judgement beyond ideological.





Three failure types across design/capacity/management:



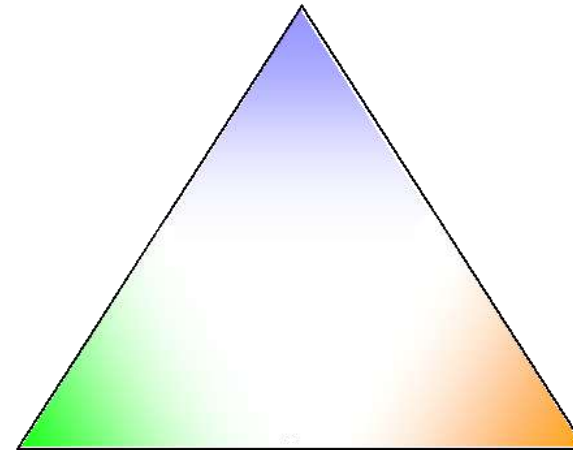
	Mental frames	Weaknesses	Style conflicts
Design failure			
Capacity failure			
Management failure			

Typical weaknesses of governance styles



& abuse of power

Hierarchical governance



& Manipulation

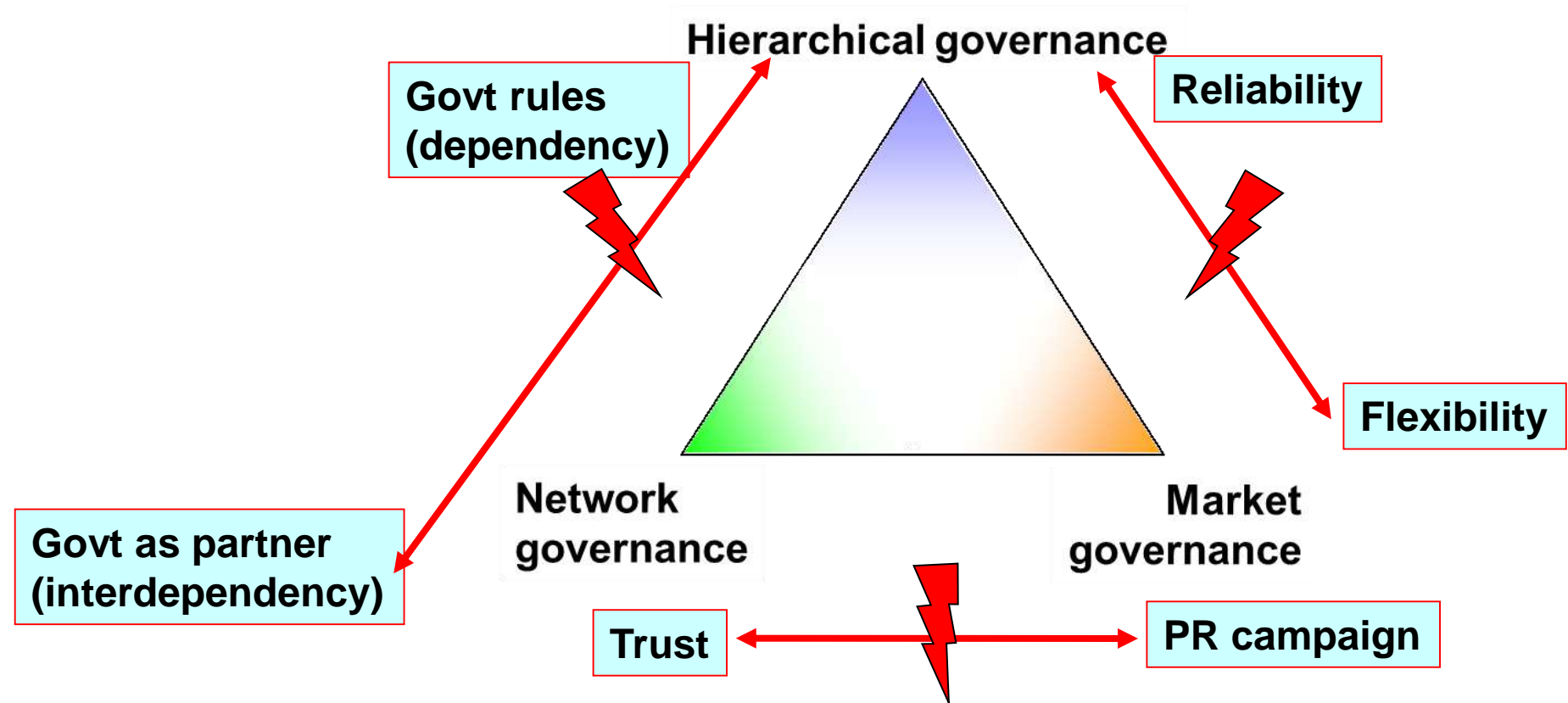
**Network
governance**



**Market
governance**

& Corruption

Conflicts between governance styles





Conclusion: Governance-failure will always happen...

Therefore:

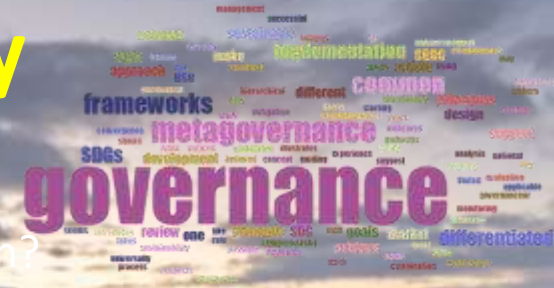
- Public organisations should be able to deal productively with contrasting or conflicting values/visions
- For this, a mindset is needed which is broader and more flexible than straight-forward governance
- The successful existing practice of 'governance van governance' or 'metagovernance' could be such a mindset



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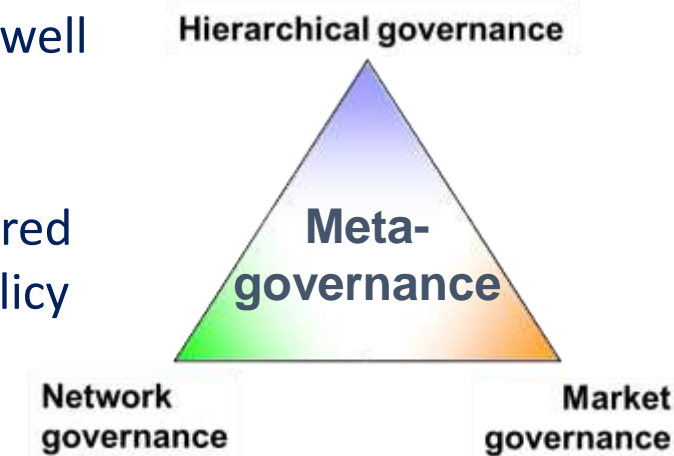
Prevention of governance failure?

Definition

Metagovernance (Jessop 1997) is designing and managing situational combinations of hierarchical, network and market governance
(Meuleman 2008, PhD dissertation)

Metagovernance can be used:

- 1) As analytical model to understand what went well or wrong
- 2) As design- and management model:
 - **Combining** elements from the 3 styles tailored to the governance environment and the policy objectives
 - **Switching** between styles
 - **Maintenance** of a style mixture



Alternative view: Metagovernance is facilitating network governance
(Denmark, Sweden, Netherlands)

Metagovernance is not just theory but proven practice and is getting more popular – in countries in all regions

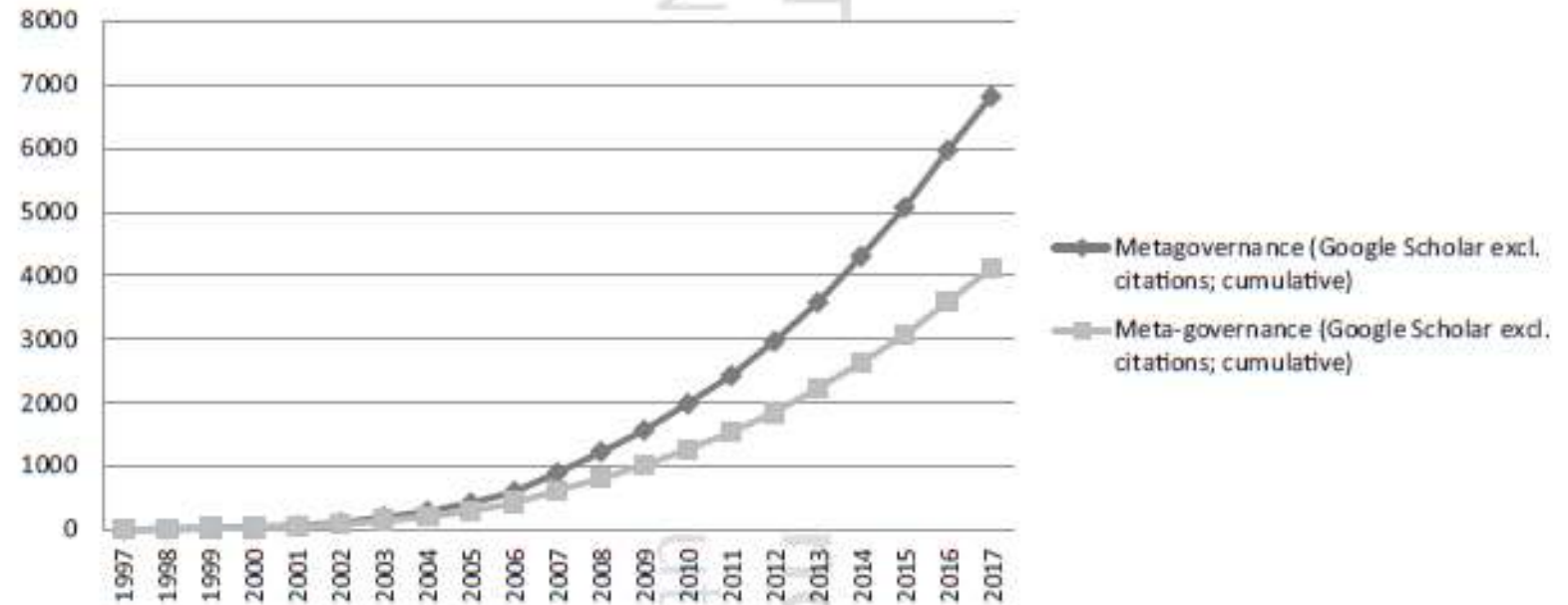


Figure 4.2 Academic publications/year using the term meta(-)governance 1997–2017

(Source: Google Scholar, retrieved 31.03.2018)

Examples of studies/research:

Metagovernance in sustainable development; environmental, economic and social policies; transport , urban development , climate change, health, education and inner security.

Case studies focusing on Norway, United Kingdom, Belgium, Denmark , Netherlands Sweden, Germany, European Commission, China, Japan, Korea, Bolivia, Canada, Australia, etc..



Metagovernance = don't always go for the same (only legal) solutions



European Commission First Vice-President Frans Timmermans on 27 May 2015 in Brussels during DG Environment's 'Beaulieu Café' on **Better Regulation and the circular economy**

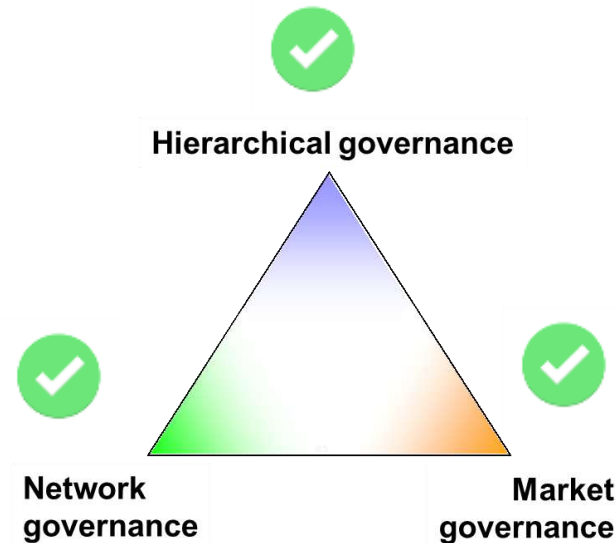
Example: Environmental Implementation Review (EIR)

Problem: Weak implementation EU environmental policy and law in many member states (societal cost at least EUR 55 bn/year)

1. 'Carrot': legal procedures against Member States (**hierarchical governance**)

Analysis: stick and carrot are together insufficient; a dialogue tool should be added as 'third leg':

3. 'Dialogue' and peer to peer tool of the EIR (**network governance**)(2017)



2. 'Carrot': EU funds for e.g. water and waste infrastructure (incentives: **market governance**)



-

[illegible]

-

Values, traditions, mind-sets

The 3 governance styles are value-sets which include preferences at personal, organisational and even national level

Hierarchy
Rechtsstaat Model
Germany, France



Network style
Netherlands,
Scandinavia

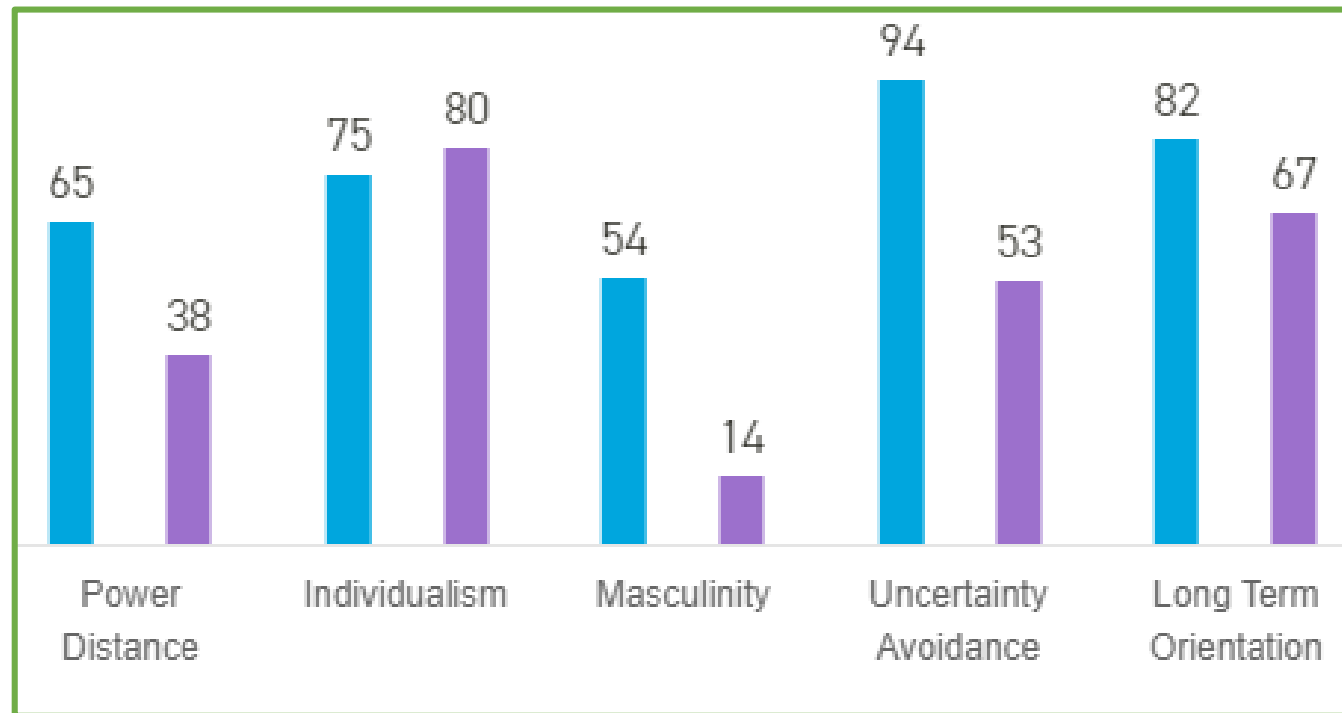


Market style
Public Service Model
UK, Ireland,
USA, Australia, NZ



Values, traditions, mind-sets

Using the cultural dimensions of Hofstede, even neighbouring countries like Belgium and the Netherlands have different values



Source: <https://www.hofstede-insights.com/product/compare-countries/>



Belgium



Netherlands



Values, traditions, mind-sets

The power of perception and prejudice....



almohada francesa
French Flag Pillow
15,99 EUR



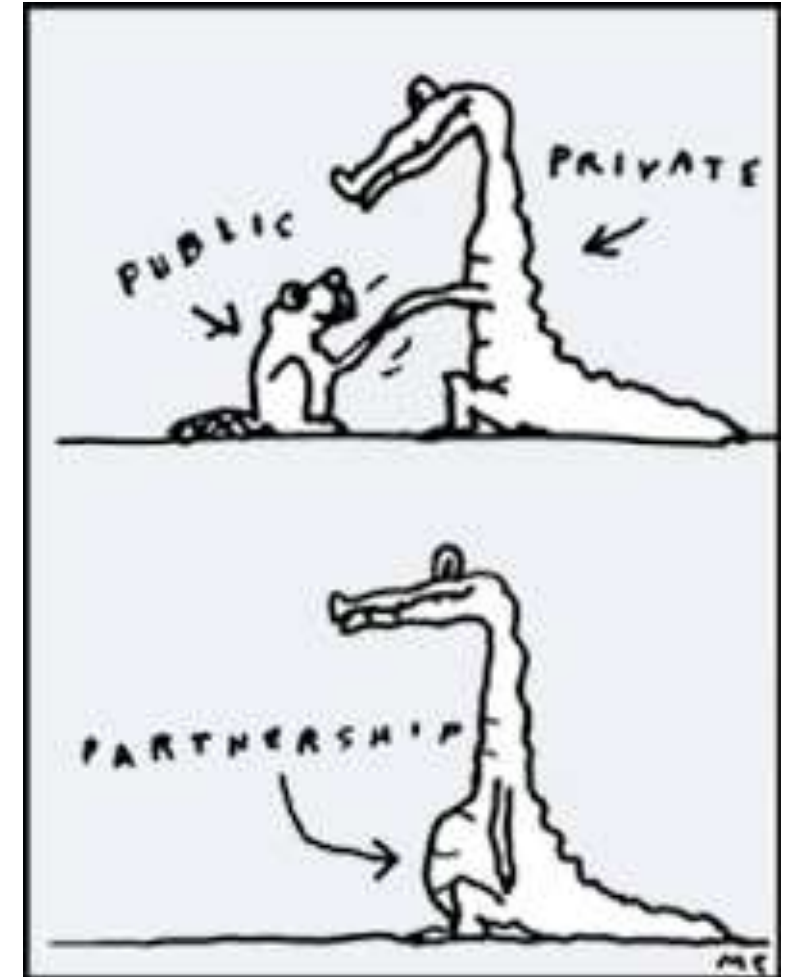
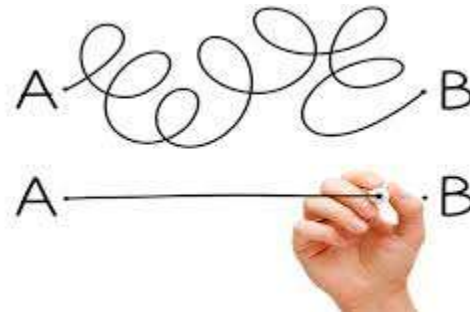
almohada holandesa
Dutch Flag Pillow
9,99 EUR

New Public Management frames: our 'mental software'

- We should be aware of the implicit assumptions behind popular governance practice



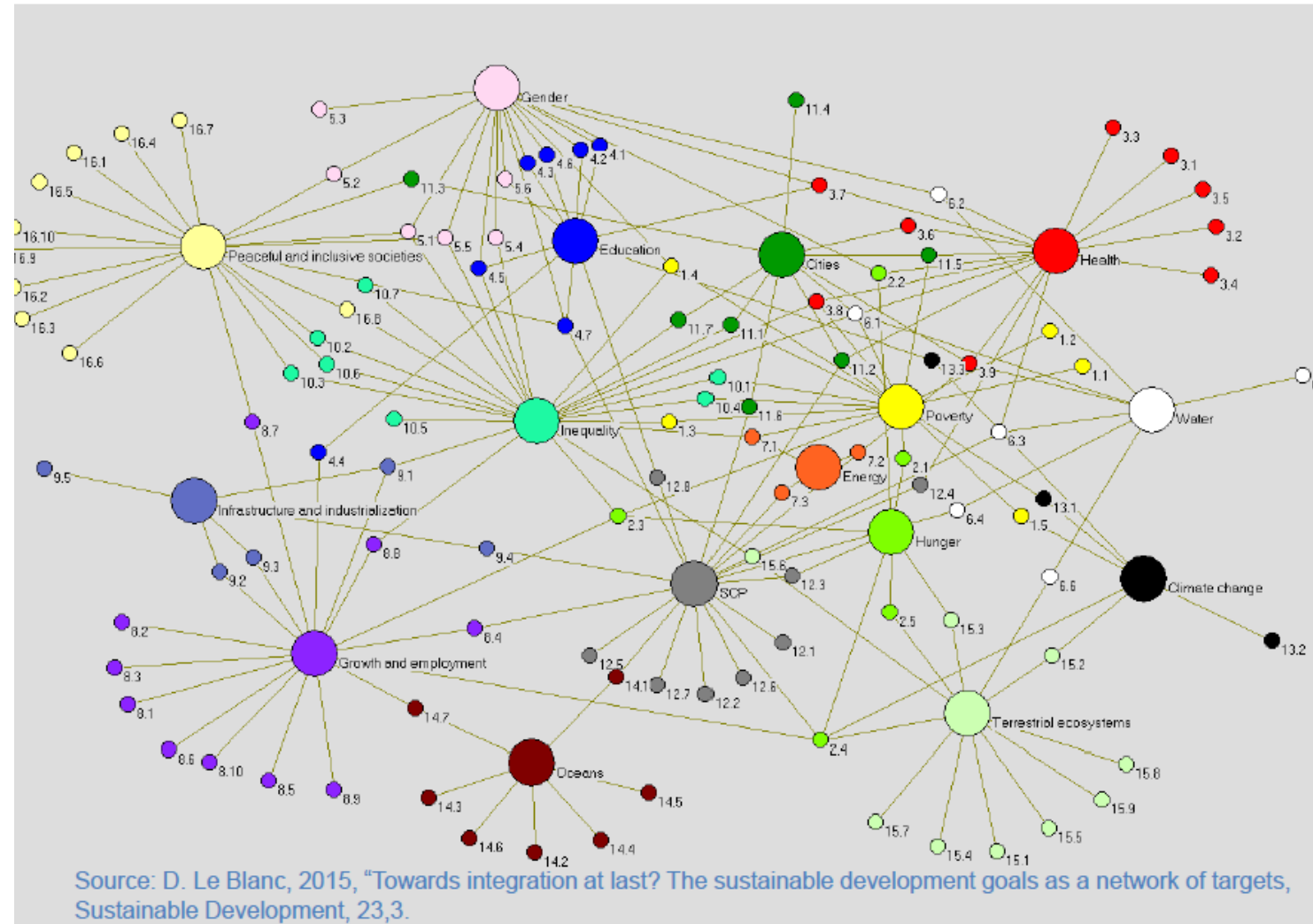
New Public Management frames: our 'mental software'





The SDGs as a map for integration

Linking the SDGs
can result in a
clash of
governance styles,
because different
ministries may
have different
governance
cultures

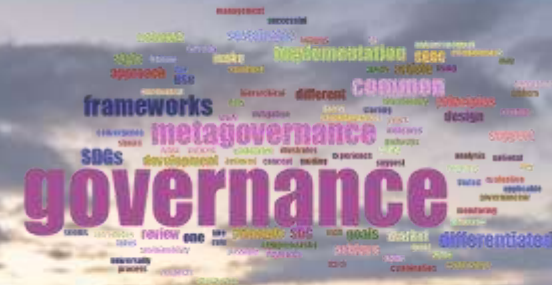




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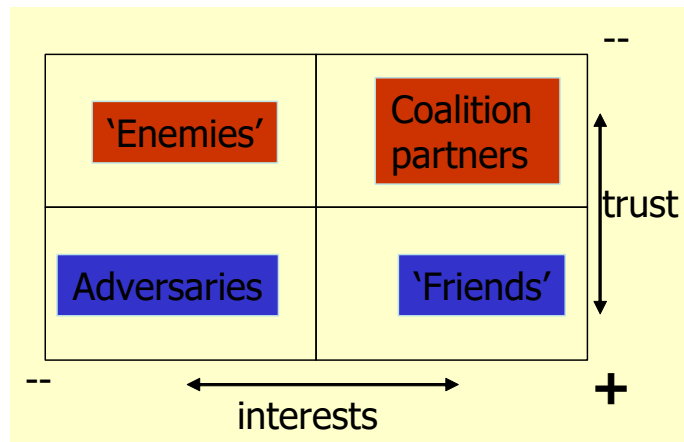
Metagovernance in 7 steps

1. **Mapping the governance environment:** Who are the relevant actors and which roles do they have? Existing constitutional, legal, political and administrative settings? Values and traditions that play a role?
2. **Evaluation:** Analysis of the strengths, weaknesses, opportunities and threats (SWOT) **of the current governance approach**
3. **Problem setting:** What are the challenges to be addressed and is there agreement on the problem definition? Need to **reframe**?
4. **Formulating goals and policy options**, assessing their benefits and costs on environmental, economic and social parameters, and proposing targets, indicators and time frames.
5. **Designing a governance framework**, based on a selection of elements (institutions, instruments, processes and actor roles) from different governance styles, which are not mutually undermining but enforce and complement each other.
6. **Managing** the chosen governance framework, including application of principles like reflexivity, resilience, flexibility, allowing redundancy.
7. **Reviewing of the governance frameworks**

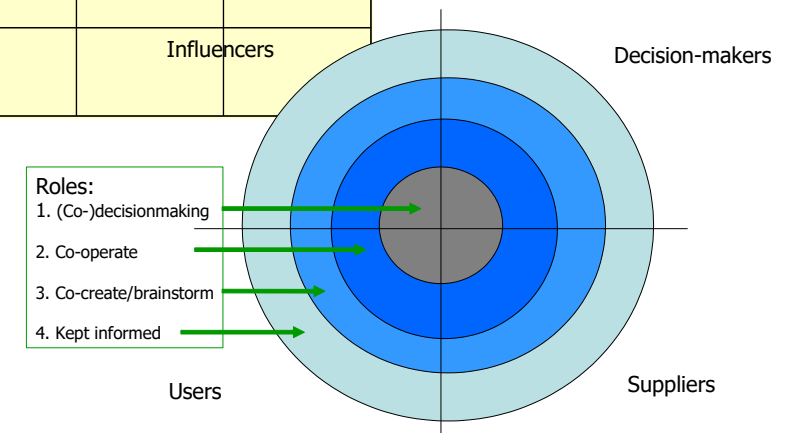
Metagovernance in 7 steps

1. **Mapping the governance environment:** Who are the relevant stakeholders and what roles do they have now? What are existing administrative, legal, political contexts, and which values and traditions could play a role?

For this, various methods are available – see for a description with examples Meuleman 2003: “The Pegasus Principle”



	Partij 1	Partij 2	Partij 3	Partij 4
Belangen				
Problemen				
Opties				
Voorkeuren			Influencers	



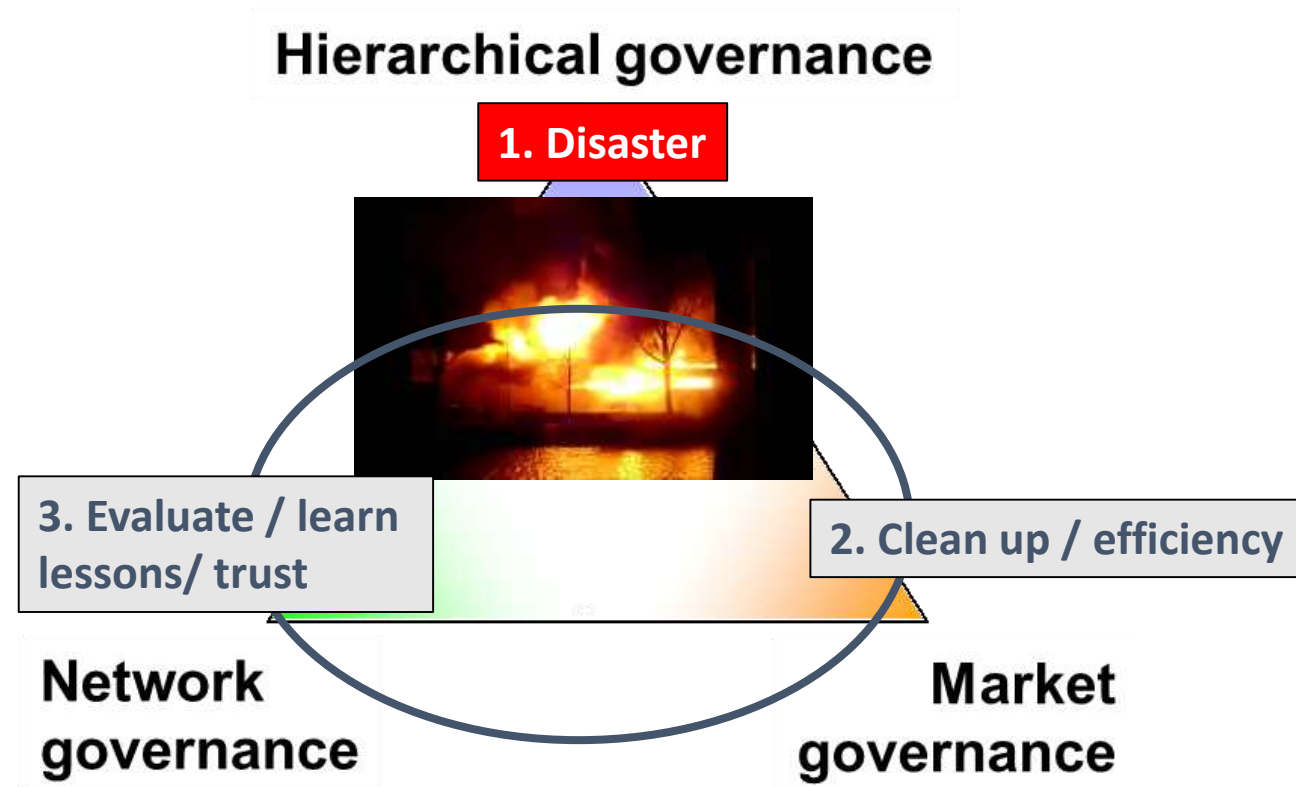
-> **download book:**

http://www.ps4sd.eu/wp-content/uploads/2017/12/2003-The_Pegasus_Principle-book.pdf

Metagovernance in practice: Safety regions (NL)

Collaboration between municipalities, policy, fire brigades and health organisations

-> 'Natural' switching from style in different phase



Metagovernance in practice: Soil protection policy (2000)

- Three countries, the same policy problem (soil protection)
- **Each tried first their 'default' style**
- voor governancestijl uitgeprobeerd
- **When this did not work, they made a pragmatic choice:**
 - England: from market to network governance
 - Netherlands: from network to hierarchy
 - Germany: hierarchical with additional network elements

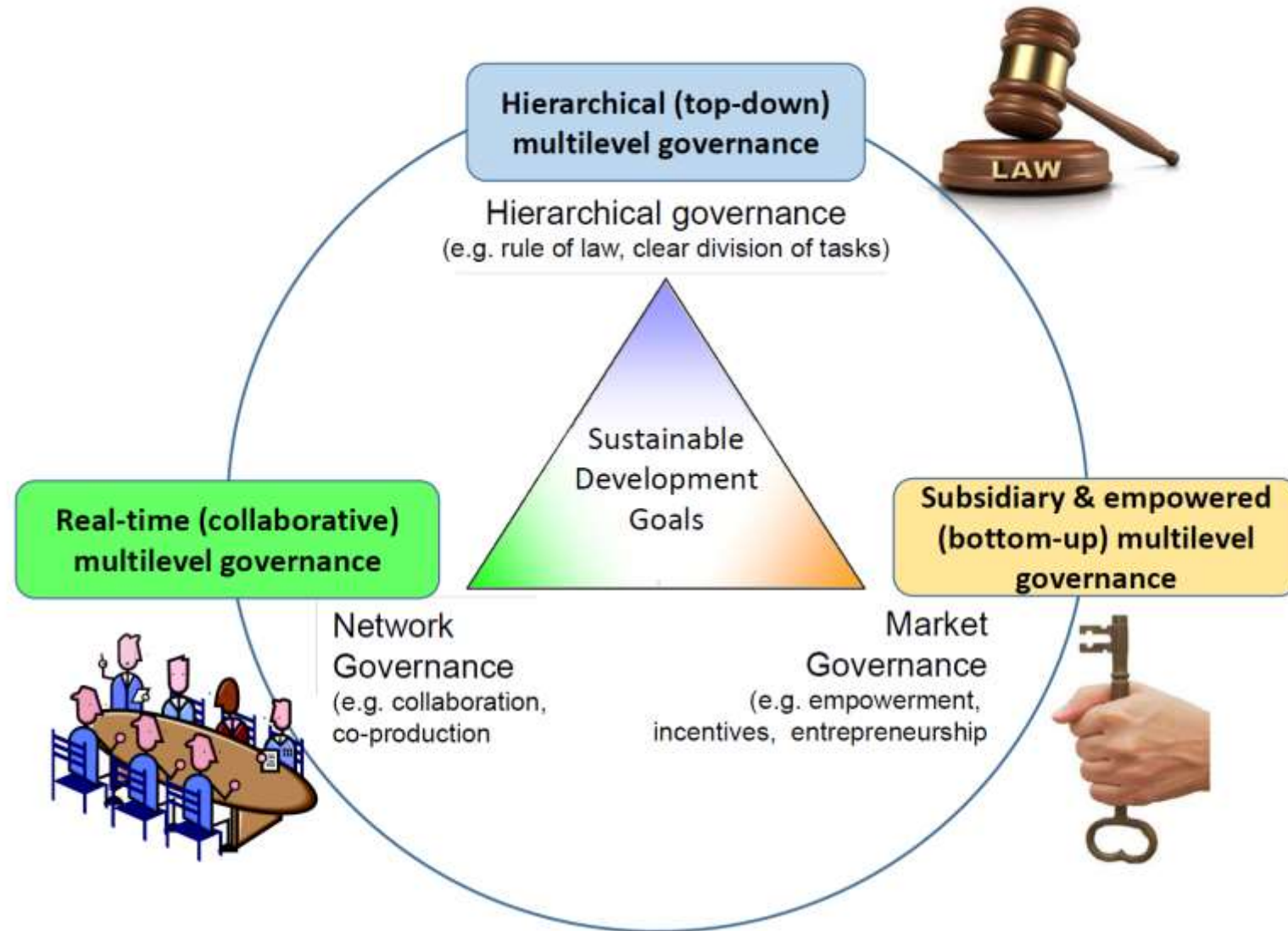
initial approach

Default	Hierar-chical	Network	Market
England	* *	*	* * * *
Netherlands	* *	* * * *	* * *
Germany	* * * *	*	*

adjusted approach

Reality	Hierar-chical	Network	Market
England	* *	* * * *	* *
Netherlands	* * * *	* * *	* *
Germany	* * *	* * * *	* * *

Metagovernance in practice: Multi-level governance



Link: article [‘Real-time multi-level governance’](#)



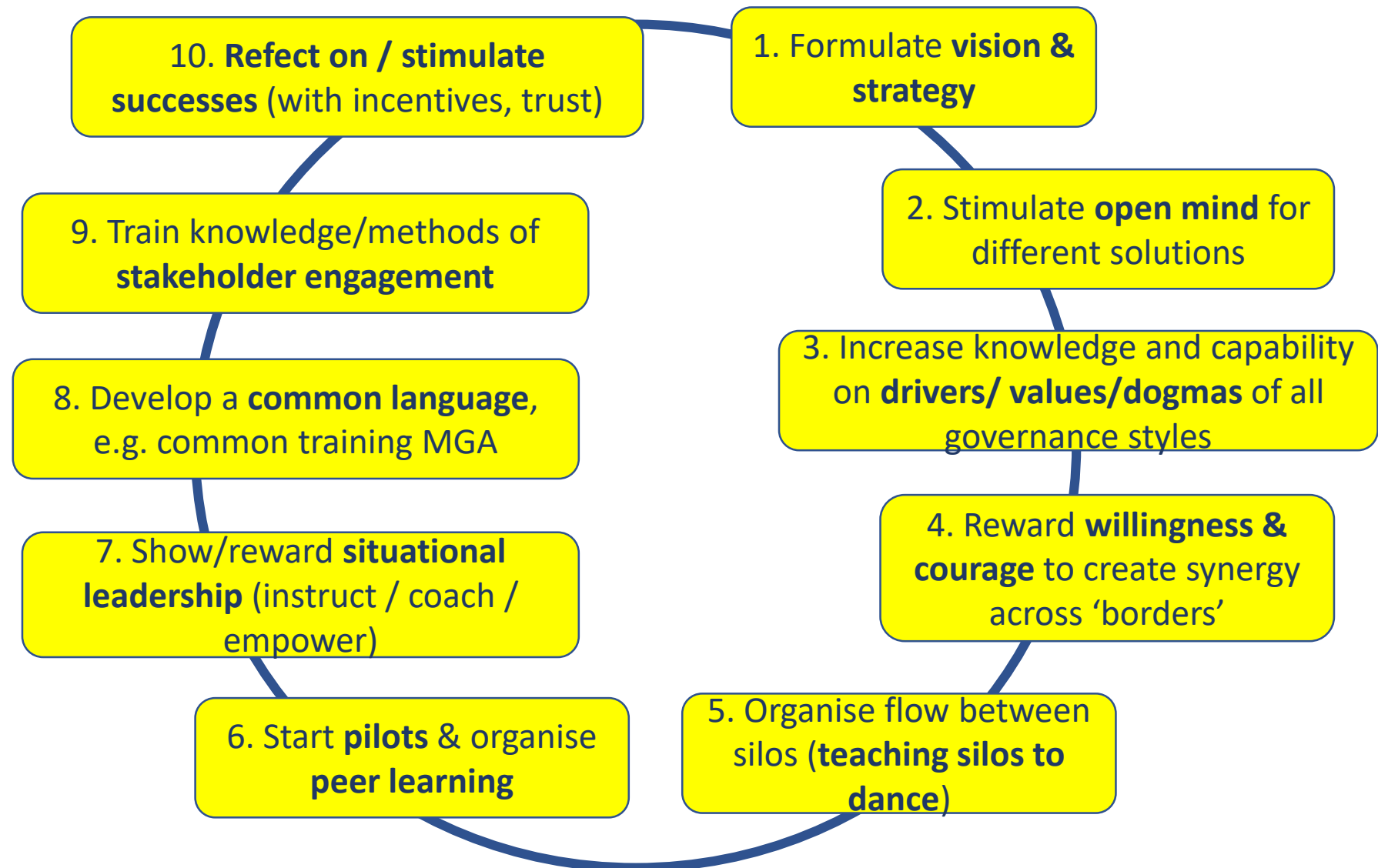
Who can apply metagovernance?

Everyone who leads a project/programme/Unit etc within our outside government

You only need:

- Readiness and knowledge to use all available governance tools
- Understanding of your own governance style bias/preference
- Patience, reflexivity & irony

Possible elements of an action plan to increase the organisation's "readiness" for metagovernance





Conclusion: metagovernance can be a framework for SDG implementation

- Metagovernance is a practically tested approach which will help making implementation of the SDGs more effective.
- Metagovernance helps to apply the important principle that the SDGs require “Common But Differentiated Governance” (CBDG)



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- ## 10. Wrap-up



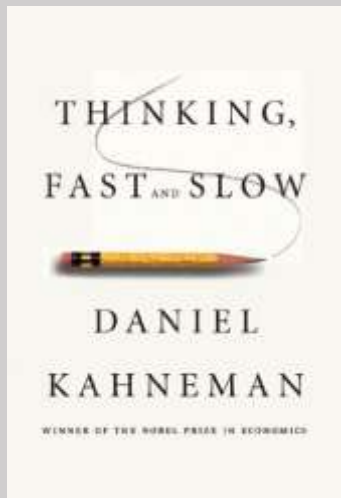
Mission-oriented Public-sector reform?

- Innovation and public-sector reform are not per definition good
- Reform should have the mission to perform more effectively, not just more efficient
- The mission should be getting ready to implement the SDGs
- A metagovernance attitude/approach helps achieving more effective reform, coherence and capacity building



Acceleration & transformative pathways?

- Public-sector organisations are better trained in being slow than in being fast
- Logic: need to be reliable, predictable, protect citizens from shocks
- Kahnemann: *Thinking, Fast and Slow*
 - Dichotomy between two modes of thought: "System 1" is fast, instinctive and emotional; "System 2" is slower, more deliberative, and more logical.
 - Question for discussion: How to strike a more effective balance between slow and fast? Trade-offs?



- [CEPA Input paper](#) for the 2020 High-Level Political Forum (July, New York):



Theme: ‘Accelerated action and transformative pathways: realizing the decade of action and delivery for sustainable development’

DRAFT

The main messages *may* include:

- Mission-oriented public-sector reform is only beginning to take shape five years after the signing of Agenda 2030.
- Innovation and acceleration implementing the SDGs will produce success and failure
- Government institutions are not able to implement the SDGs at desired scale and speed, due to undervaluing of the public sector in mainstream economic theories of the past decades, which has resulted in smaller but less effective public administration and a disregard of the public value that it may create.*

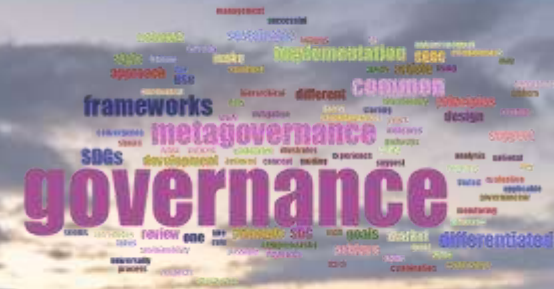


* Mazzucato, M., 2018. *The value of everything*



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6. Metagovernance for a meta-policy
7. Values, traditions, mind-sets
8. Metagovernance in practice
9. Mission-oriented Public-sector reform -> acceleration & transformation?

10. Wrap-up



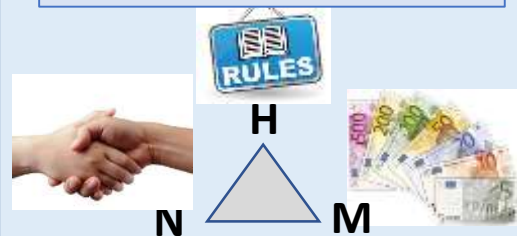
“Metagovernance for Sustainability - A framework for implementing the SDGs

Concept

1. Why is Sustainability governance so difficult?



2. Which governance styles to distinguish?



3. What governance failures?

Design
Capacity
Management



4. How to combine the three styles?

Governance of
governance:
Metagovernance



Context

5. Which governance tools per style?



6. Culture & traditions as context



7. Mindsets & mantras as context



8. Metagovernance for the SDGs?



Practice

9. Towards a method for metagovernance



10. Reform, better coherence & capacity



11. Metagovernance as framework:
Common but diff.
governance





Wrap-up

1. Policy failure is abundant – and so is governance failure
2. Network governance adds a lot, but the ‘old’ hierarchical style and market-type governance remain important
3. In any case it is smart to be able to use the full governance toolbox
4. The ‘manual’ for using this toolbox is the heuristic concept of metagovernance, the governance of governance in a contextualized way
5. Metagovernance is a method and an attitude; some do it intuitively, but others can learn: -> this requires training and a common ‘language’
6. Natural sciences may bring technical solution, but social sciences are indispensable to bring about real-life solutions!



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- Meuleman, L., Strandenaes, J.G. and Niestroy, I. (2016). **From PPP to ABC: A new partnership approach for the SDGs.** Guest article published on 11 October 2016 at <http://sdg.iisd.org/commentary/guest-articles/from-ppp-to-abc-a-new-partnership-approach-for-the-sdgs/>
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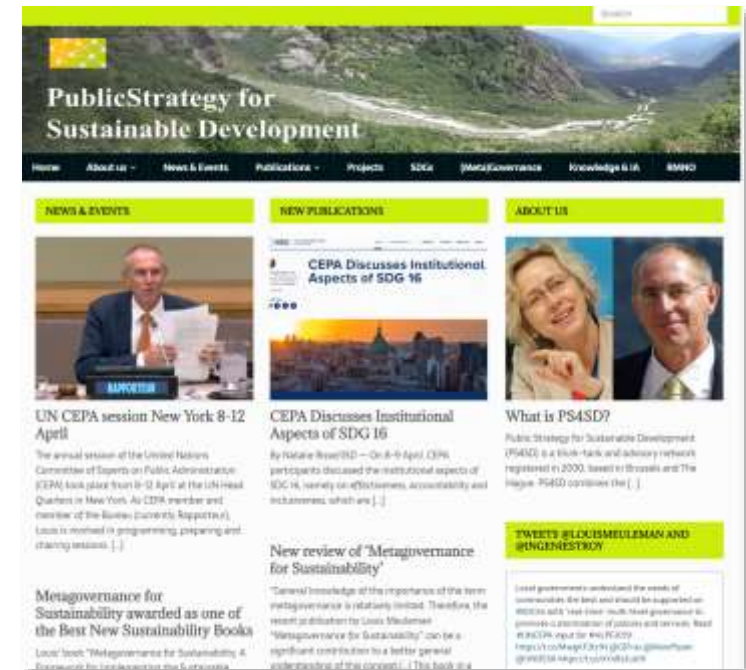
The UN wants accelerated governance of the Sustainable Development Goals – but are we really ready?



Keynote
IIAS GOVERNANCE WEEK
5 February 2020, Brussels

Louis Meuleman

- Member United Nations Committee of Experts on Public Administration
- Visiting professor Leuven University; Univ. of Massachusetts Boston & of Wageningen
- Coordinator EIR & Semester DG ENV, European Commission



www.ps4sd.eu

Thank you for your attention!

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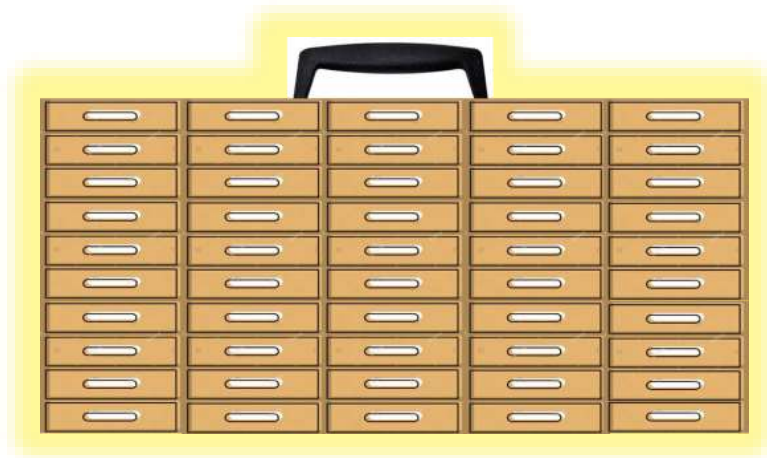
Twitter: @louismeuleman

<https://www.routledge.com/Metagovernance-for-Sustainability-A-Framework-for-Implementing-the-Sustainable/Meuleman/p/book/9780815370161>

Annex: '50 shades of governance'

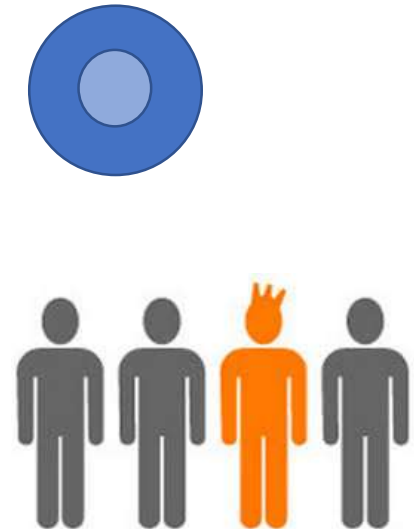
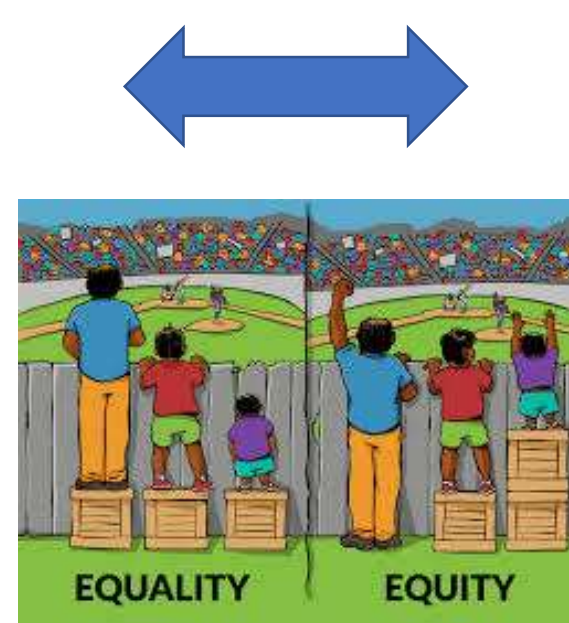
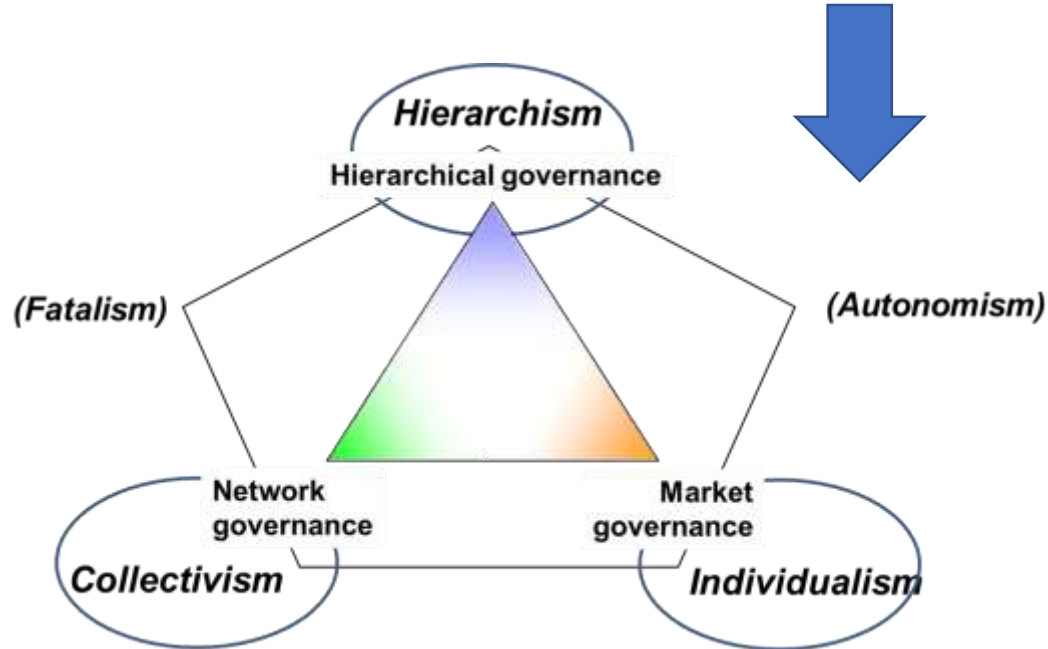
50 dimensions of governance, 150 operational forms

Based on Chapter 5 of the book 'Metagovernance for Sustainability' (Routledge, 2019)



Ways of life

Feature	Hierarchical governance	Network governance	Market governance
1. Cultures/‘Ways of life’	Hierarchism	Egalitarianism	Individualism



Relational values

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
2. Relational values	Hegemonism	Tolerance, pluralism	Indifference

How do we value the values of other people?

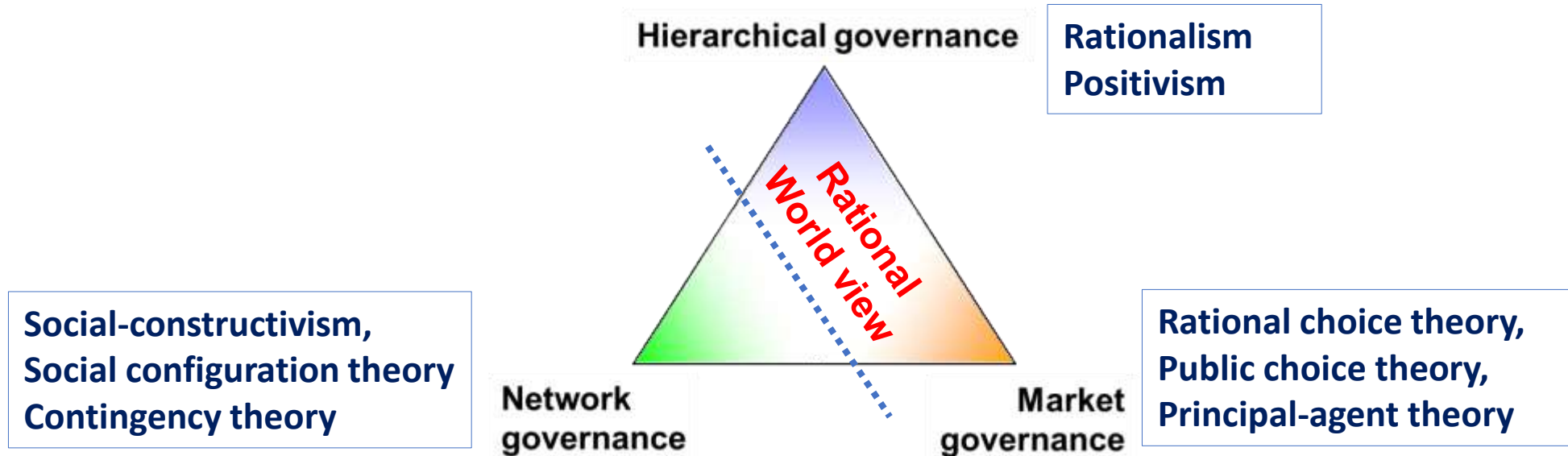


My values are better.... and I destroy the others' ...but I respect the others' and I don't `really care...



Theoretical background

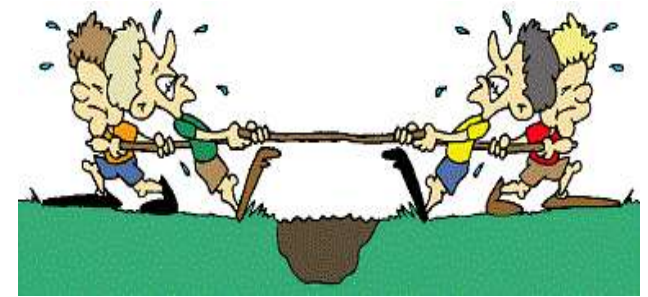
Feature	Hierarchical governance	Network governance	Market governance
3. Theoretical background	Rational, positivist	Socio-constructivist, social configuration theory	Rational choice, public choice, principal-agent theory



Key concepts

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
4. Key concepts	Public goods	Public value	Public choice

“How should outcome of public governance be measured?”



Mode of calculation

Feature	Hierarchical governance	Network governance	Market governance
---------	-------------------------	--------------------	-------------------

5. Mode of calculation	<i>Homo hierarchicus</i>	<i>Homo politicus</i>	<i>Homo economicus</i>
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“How should we judge public-sector work?”



*Effective
goal
attainment*



*Reflexive
dialogue on
wisdom of
action*



*Efficient
resource
allocation*



Primary virtues

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
6. Primary virtues	Reliable	High level of discretion, flexible	Cost-driven

“Which virtues are appreciated by proponents of all governance styles?”



Common motive

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
7. Common motive	Minimizing risk and predictability	Satisfying identity	Maximizing competitive advantage



Motive of actors

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
8. Motive of subordinate actors	Fear of punishment	Belonging to group	Material benefit



Roles of government

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
9. Roles of government	Government rules society	Government is partner in a network society	Government delivers societal services



Metaphors

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
10. Metaphors	Machine, stick, iron fist	Brain, sermon, word, dialogue	Flux, carrot, invisible hand



Strategy styles

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
11. Strategy styles	Planning and design style; power style; compliance to rules and control procedures; state- and producer-centred	Learning style; chaos style: coping with unpredictability; deliberation; shaped by civil society	Power style; getting competitive advantage; market and customer-centred



Response to resistance

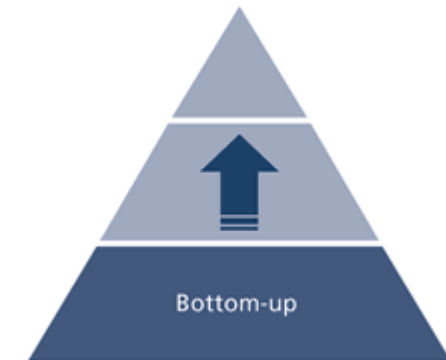
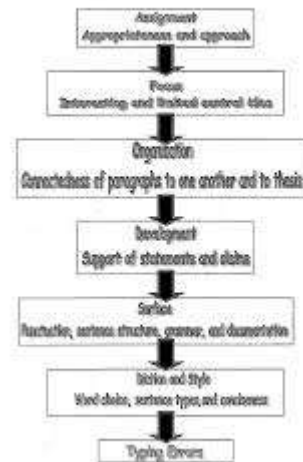
<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
12. Response to resistance	Use of power	Persuasion of rebels	Negotiated deals, using incentives



Organizational orientation

Feature	Hierarchical governance	Network governance	Market governance
13. Orientation of organizations	Top-down, formal, internal	Horizontal, informal, open-minded, external and internal	Bottom-up, suspicious, external and internal

The Top-Down Approach



Perception of actors

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
14. How actors are perceived	Subjects, voters	Partners	Clients, customers



Selection of actors

Feature	Hierarchical governance	Network governance	Market governance
15. Selection of actors	Controlled by written rules (instructions)	Free, ruled by trust and reciprocity	Free, ruled by price and negotiation



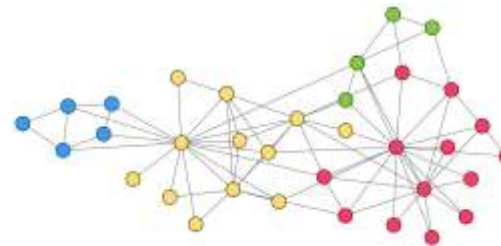
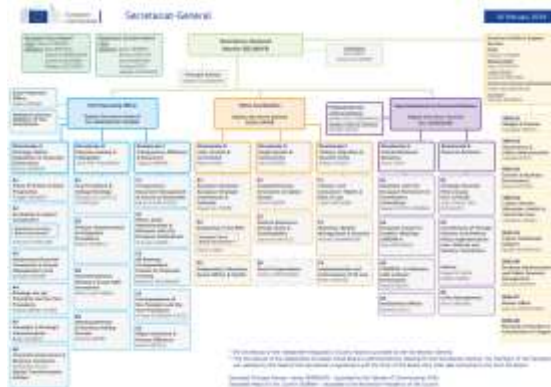
Stocktaking of actors

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
16. Aim of stock-taking of actors	Anticipating protest/obstruction/opponents	Involving stakeholders to get better results and acceptance	Finding reliable contract partners, know competitors



Institutional logic

Feature	Hierarchical governance	Network governance	Market governance
17. Institutional logic	Line organization, centralized control systems, project teams, stable/fixed	Soft structure, with a minimum level of rules and regulations	Decentralized, semi-autonomous units/agencies/teams; contracts



Dealing with silos

Feature	Hierarchical governance	Network governance	Market governance
18. Addressing organizational silos	Keep silos for structure	Teach silos to dance	Break down the silos



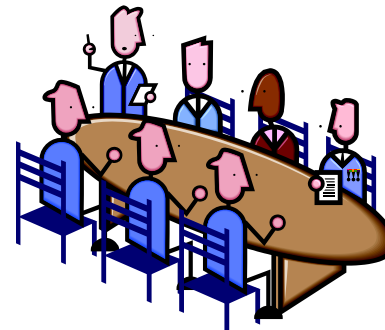
Policy instruments

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
19. Typical policy instruments	Law-making, control mechanisms, penalties, fees	Networks, stakeholder involvement	Incentives, awards



Decision-making unit

Feature	Hierarchical governance	Network governance	Market governance
20. Unit of decision making	Public authority (person, institution)	Group	Individual



Control mechanism

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
21. Main control mechanism	Authority	Trust	Price



Coordination mechanism

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
22. Coordination mechanism	Imperatives; ex-ante coordination	Diplomacy; self-organized coordination	Competition; ex-post coordination



Transaction types

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
23. Transaction types	Unilateral	Multilateral	Bi- and multilateral



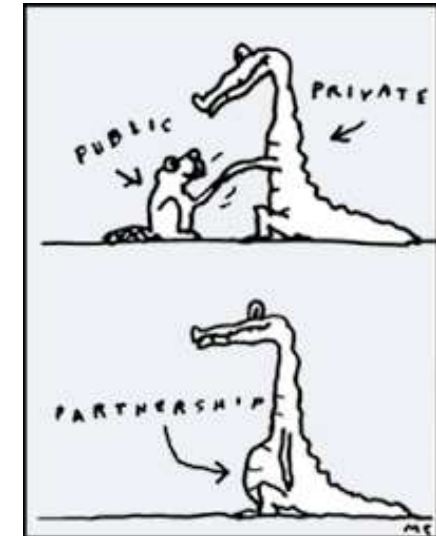
Degree of flexibility

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
24. Degree of flexibility	Low to medium	Medium	High



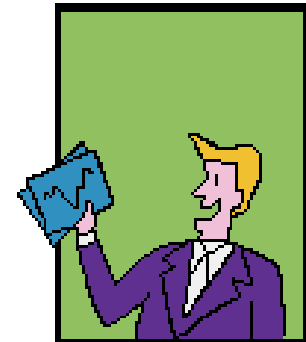
Level of commitment

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
25. Commitment among parties/ partnerships	Moderate to high/ public-private partnerships	Moderate to high/ multi-stakeholder partnerships	Low/public-private partnerships



Communication styles

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
26. Communication styles	Communication about policy: giving information	Communication for policy: organizing effective dialogue, connecting	Communication as policy: influencing, incentives, PR campaigns



Roles of knowledge

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
27. Roles of knowledge	Expertise for effectiveness of ruling; authoritative knowledge	Knowledge as a shared good; agreed knowledge	Knowledge for competitive advantage; cost-effective knowledge



Science-policy interface

Feature	Hierarchical governance	Network governance	Market governance
28. Type of science-policy interface	Chief scientist; embedded science model	Partnership model: dialogue	'Speaking truth to power' model



*Courage begins
with one voice.
It's that simple.*



Impact assessments

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
29. Approaches to impact assessment	Evidence-based policy making	Inclusive assessment of policy options	Cost-benefit analysis



Access to information

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
30. Access to information	Partial: segregated information	Partial: fragmented information	Total, determined by price



Accountability style

Feature	Hierarchical governance	Network governance	Market governance
31. Accountability style/tools	Order and observance	Interactive persuasion, participation and co-working	Market competition



Type of context

Feature	Hierarchical governance	Network governance	Market governance
32. Context	Stable	Continuously changing	Competitive

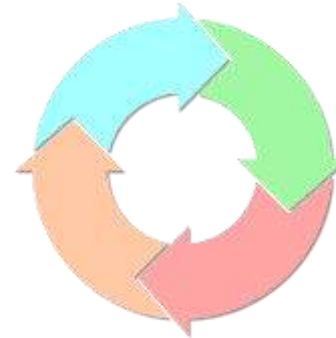


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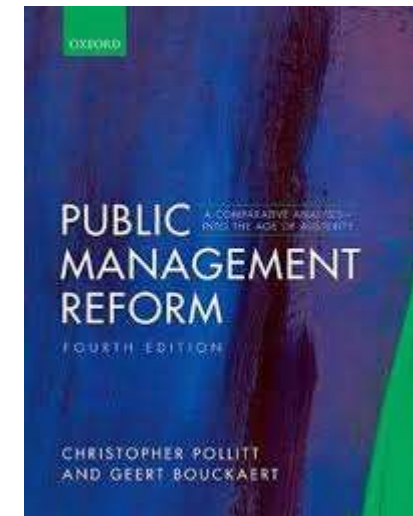
Process/project management

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
33. Process and project management	Project management (control)	Process management (contextuality)	Project management (flexibility)



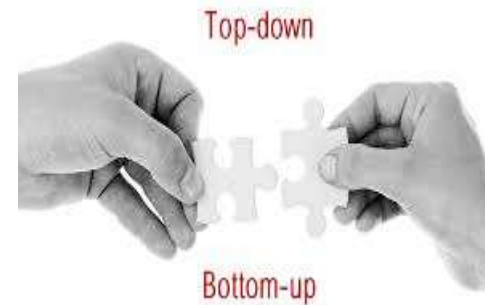
Reform approach

Feature	Hierarchical governance	Network governance	Market governance
34. Public sector reform approach	Top-down	Inclusive	Outsourced expertise



Innovation style

Feature	Hierarchical governance	Network governance	Market governance
35. Innovation	Large-scale, national and universal innovation	Innovation at both central and local levels	Innovations in organizational form more than content



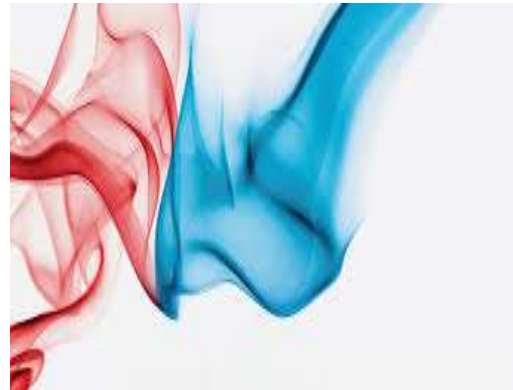
Relation types

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
36. Relation types	Dependent	Interdependent	Independent



Social interactions

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
37. Societal interactions	Interventions	Interplays	Interferences



Public manager roles

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
38. Roles of public managers	Clerks and martyrs	Explorers producing public value	Efficiency and market maximizers



Leadership styles

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
39. Leadership styles	Command and control	Coaching and supporting	Delegating, enabling



Empowerment

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
40. Degree of empowerment inside organizations	Low	Empowered lower officials	Empowered senior managers



Values civil servants

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
41. Values of civil servants	Law of jungle	Community	Self-determination



Key competences

Feature	Hierarchical governance	Network governance	Market governance
42. Key competences of civil servants	Legal, financial, project management, information management	Network moderation, process management, communication	Economy, marketing, public relations



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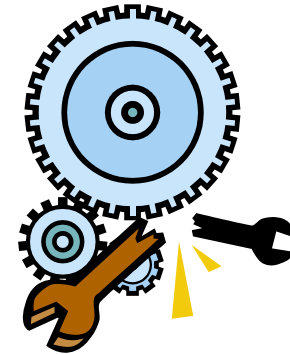
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Management development objectives

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
43. Objectives of management development	Training is an alternative form of control over subordinates	Training helps 'muddling through'	Training helps making more efficient decisions



Dealing with power

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
44. Dealing with power	Coercion	Manipulation	Competition, lobbying



Conflict resolution

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
45. Conflict resolution types	Classical negotiation, power-based (win-lose)	Mutual gains approach to negotiation (win-win); diplomacy	Classical negotiation, competition-based (win-lose)



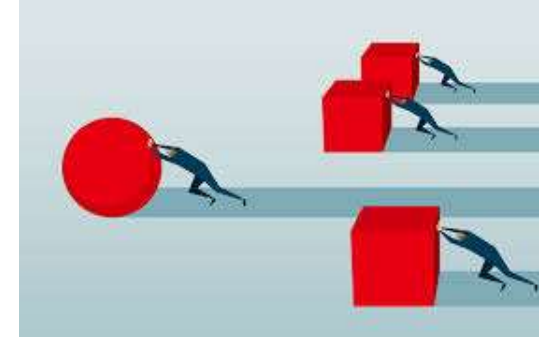
Problem types

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
46. Suitability for problem types	Crises, disasters, problems that can be solved by executing force	Complex, unstructured, multi-actor issues	Routine issues, non-sensitive issues



Framing of problems

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
47. Framing of problems	A relevant problem is framed as disorder	A relevant problem is framed as lack of consent	A relevant problem is framed as inefficiency



Governance failures

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
48. Typical governance failures	Ineffectiveness; red tape	Never-ending talks, no decision, undemocratic	Economic inefficiency, market failures, efficiency killing effectiveness



Public procurement

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
49. Role of public procurement	To establish stable relations with suppliers; use as leverage for government policy	To stimulate innovation partnerships	To stimulate competition among suppliers; create new markets



Suppliers



Output and outcome

<i>Feature</i>	<i>Hierarchical governance</i>	<i>Network governance</i>	<i>Market governance</i>
50. Typical output and outcome	Laws, regulations, control, procedures, accountancy reports, decisions, compliance	Expert networks, consensus, voluntary agreements, covenants	Services, products, contracts, outsourcing, voluntary agreements

