Building a Government for the Future

Stephane JACOBZONE

Public Governance and Territorial Development

STI Seminar 17 December 2015
Why a government for the future?

• Need for strategic policy making
• Complex and wicked issues
• Perception of a loss of capacity and trust in national governments
Building a Strategic State

- Strategic cross sectoral approach, role of COG
- Governance tools to build strategic state capacity

Developing broad strategies to tackle wicked problems

**Multi-sectoral approaches and coordination tools**

- Networks
- Markets
- Hierarchy

Towards a single government?

Engaging beyond organisational boundaries

**Strategic Foresight**

**Sound management of cross-governmental risk**

Cross-departmental policy coordination
The public governance levers

• Coordination mechanisms
• Implementing incentives for coordination
• Aligning budgetary resources and SES HRM practices towards whole of government objectives
• Networked governance (horizontal networks)
• The role of the COG:
  – Influencing cooperation
  – Leadership in coordination groups
  – Individual or collective performance targets
• See Centre Stage 2015 Overview of the COG.
Senior officials’ perceptions of public administration performance

Trends in the last five years

Notes: Data from COCOPS survey of 4780 administrative executives, from 10 European countries, in central government and outside central government in employment and health. Responses based on the question: “How do you think public administration has performed in your policy area over the last five years in the following dimensions?”

Source: Lægreid et al. (2013a) p.3
Managing the full range of risks in a complex landscape

• Increased major shock events
  – Large-scale, novelty, complexity, trans-boundary and cascading effects

• Increased vulnerabilities of modern societies
  – Mobility, interdependency, interconnectedness, climate change, concentration, urban & coastal development

• Reduced capacities of national governments, new stakeholders, increased citizen’s expectations
Fiscal Risks

Committed consolidation needed to stabilize debt, and to attain 60% debt/GDP ratio

Source: OECD Economic Outlook No. 91
How to manage and govern Risks
Fiscal Risks and Strategic Risks

• Generating Fiscal Space
  – Entitlements, long term commitments
• Institutional frameworks for budgeting
• Vulnerability of social institutions.
• Better public governance of risk
  – National risk assessment
  – Connecting foresight and risk assessment
• Promoting whole of government approach to foresight.
## Governance of select foresight efforts

<table>
<thead>
<tr>
<th>Country</th>
<th>Chair</th>
<th>Composition</th>
<th>Involvement of ministries</th>
<th>Involvement of civil society</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finland</td>
<td>The Prime Minister’s Office (PMO)</td>
<td>A ministerial working group chaired by the most relevant ministry for the topic is supported by a steering group (government and non-government) and a project team, responsible for the futures analysis. The final report is submitted to parliament and debated in the Committee for the Future.</td>
<td>Ministerial working group: -Minister of Economic Affairs -Minister of Public Administration and Local Government</td>
<td>Yes - <a href="http://www.2030.fi/en/">http://www.2030.fi/en/</a></td>
</tr>
<tr>
<td>France</td>
<td>le Commissariat général à la stratégie et à la prospective (CGSP)</td>
<td>The COS, a platform for sector councils (independent commissions of representatives from research, society, and government) set up a project group specifically for the Horizon Scan. COS is financed by the government.</td>
<td>-Ministry of Education, Culture and Science (repr. in project group) -Sounding board: -Ministry of Economic Affairs, Entrepreneurship and Innovation -Ministry of Transport, Public Works and Water Management -Ministry of Agriculture, Nature and Food Quality -Ministry of Social Affairs and Employment -Ministry of Justice -Ministry of the Interior and Kingdom relations</td>
<td>Yes</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>The Commission for Consultation of Sector Councils (COS)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sweden</td>
<td>Chaired by the Prime Minister</td>
<td>Set up by government decision, the commission brought together coalition party leaders holding ministerial posts, business, academia, unions, and CSOs</td>
<td>Served only as “host organisations”</td>
<td>Yes – “open meetings” held across the country</td>
</tr>
<tr>
<td>UK</td>
<td>Government Office for Science, Department for Business, Innovation &amp; Skills, (reporting to Prime Minister and Cabinet)</td>
<td>High-level Stakeholder Group – chaired by a minister from sponsor department comprising senior decision-makers and budget-holders from relevant departments, research councils and other organisations – oversees each project. stakeholder group is responsible for agreeing an action plan once the report has been published. The Government’s Chief Scientific Adviser directs each project with a group of leading experts.</td>
<td>Ministerial involvement occurs in the High-level Stakeholder group, and is dependent on the report’s theme.</td>
<td>No</td>
</tr>
</tbody>
</table>
Building resilient and forward looking public institutions to resolve complex challenges

Creating Strategic Capacity at the Centre: the Views of centres of government

Towards a better coordinated, more responsive and skilled centre

- Slimmed down resources/Closer link with budgeting function
- Strengthened coordination mechanisms/strategic policy and implementation linkages
- More responsive (evolving) structures to meet emerging challenges
- Smaller/better coordinated centre*
- Focus on priority functions: horizon scanning/futures
- Stronger HR: specialised skills for new CoG environment

Source: responses to CoG questionnaire, October 2012. *Except Chile – three new units created: (1) Modernisation and e-gov, (2) Presidential Delivery Unit (UPGC), and (3) regional delivery unit. Portugal: culture policy integrated into Centre and national Cyber Security Centre established, and Israel – substantially remodelled and strengthened CoG structure
An economic analysis of resilience: Minimising welfare losses

Major shock:
- Economic crisis
- Disaster

Shaded area corresponds to the welfare loss

Severity of impact

Duration

Trend GDP

Resilience is…

... the capacity of a system to absorb disturbance and reorganise while undergoing change so as to still retain essentially the same function, structure, identity, and feedbacks.

Resilience is…

... the capacity to adapt to changing conditions without catastrophic loss of form or function

....A dynamic perspective: an emeregent property of what a system does, rather than a static property that the system has: it is an outcome of a recursive process that includes: sensing, anticipation, learning and adaptation.

This applies to **SOCIAL AND ECONOMIC SYSTEMS**

A government fit for the future?

- Multiple layers of resilience
- Systems’ approach to government thinking and strategic organisation
- Investing in the future for the science and technologies of tomorrow