



DO GOVERNANCE AND PUBLIC SECTOR REFORM MATTER FOR DEVELOPMENT?

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AGENDA

- The context
- Governance, innovation and development
- Good governance and administrative capacity
- Innovation recipes
- Conclusion

THE CONTEXT



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- Disappointment with ‘global doctrines’
- Transboundary problems - renationalisation of politics
- Electoral short-term vs long-term sustainability
- Co-ordination vs self-government
 - Challenges to the welfare state, integration state, infrastructure state, sustainability state
 - ‘wicked problems’

INNOVATION AND DEVELOPMENT

- Innovation as belief in better public outcomes with less resource
- Belief in planning and authority
 - vs asymmetric information
- Belief in market/private ownership
 - vs abuse of market power
- Belief in ‘credible commitment’
 - vs inherent need for flexibility
- Belief in administrative capacity and ‘good governance’
 - vs more than words?

PART 2: GOVERNANCE, INNOVATION AND DEVELOPMENT

GOVERNANCE INNOVATION

- Governance innovation: mitigation of harmful effects in context of dispersed and depleted authority
- What role can bureaucracy play in governance innovation - or what is a 'fit for purpose' civil service?
 - Innovation: substantive policy, tools, and procedures
 - Innovation needs understanding of administrative prerequisites
 - Innovation needs 'acceptance': existence of plan, communication of plan, acceptance of plan

LIMITS OF ADMINISTRATION

- Dispersion, Depletion and Satisficing
 - ‘negative co-ordination’
 - multi-organisational sub-optimisation
 - institutional memory
 - counter-learning
 - unintended consequences (‘Frankenstates’ as a result of performance indicators)
 - Capacity can only emerge when acknowledging limits of administration

PART 3: GOOD GOVERNANCE AND ADMINISTRATIVE CAPACITY

FOUR RECIPES TO ENHANCE 'GOOD GOVERNANCE'

More 'impartiality'
promote impartial rule
application

More 'Weberianism'
decouple bureaucracy from
politics & solve 'trust-honor
game'

More 'marketisation'
encourage capacity and
motivation of actors to govern
themselves

More 'public value'
collaborative judgement and
advance 'public value' in
dispersed field

FOUR ADMINISTRATIVE CAPACITIES

Analytical

Capacity to provide intelligence and advice in conditions of uncertainty

Regulatory

Capacity to provide oversight over heterogeneous private and public organisations

Delivery

Capacity to executive and management policy requirements at the frontline

Co-ordination

Capacity to mediate between and bring together dispersed actors

ADVICE ON INNOVATING ADMINISTRATIVE CAPACITIES

	Delivery	Regulatory	Co-ordination	Analytical
Weberianism	professional public servants	inspection, rules, procedures	task forces & procedures	experts in government
Impartiality	execution in impartial way	rule-based & minimised discretion	proceduralism	detached and impartial advice
Marketisation	market-type incentives	individual self-regulation	benchmarking & targets	ad hoc procurement of advice
Public Value	co-production	move beyond efficiency considerations	align diverse stakeholders	identification of public value

PART 4: INNOVATION RECIPES

HOW TO ENHANCE INNOVATION?

Rely on 'mess'

based on: spare capacity and unintentional change

Top-down leadership and prescriptive design

based on: resources and acceptance

Rely on decentralised discovery processes

based on: information richness

Rely on peer review and professional ethos

based on: openness and collaboration



IMPLICATIONS

- Does it matter? Yes
- Start with the problem - not with well-sounding solutions
 - what capacities are bureaucracies required to have? - and what are the implications for reward, competency and loyalty?
 - acceptance of the inherent limitations of dispersed and depleted authority