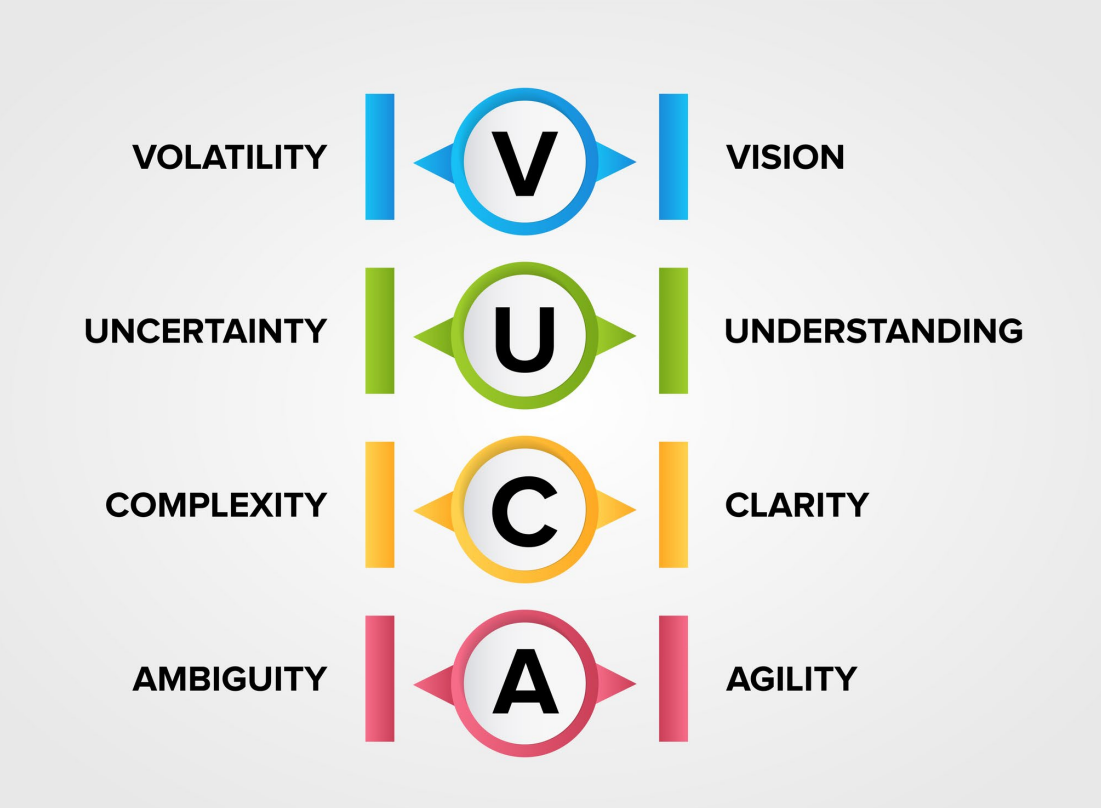


We live in a "VUCA" world

Context





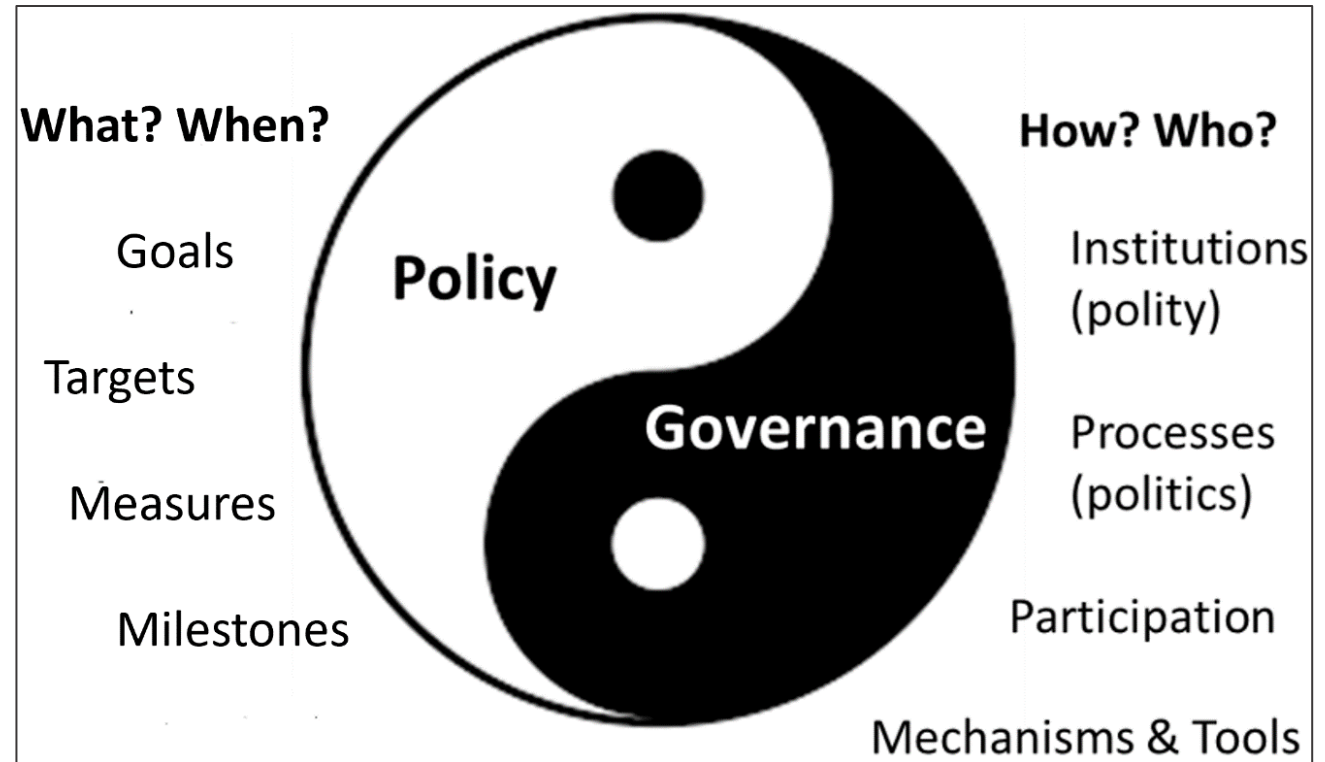
Context

- The 17 Sustainable Development Goals (SDGs) are a **‘meta-policy’** guiding all policies towards 2030
- Quality of public administration & governance is a key enabler for implementing the SDGs
- **We need a good balance between policy and governance for sustainable development**



Policy & Governance

- **Sound policy** and **effective governance** need each other
- **SDGs 1-15** are mainly policy, **SDGs 16+17** are mainly governance
- **Policy** gives the direction but to get things done, “ultimately, it’s all about **governance**” *



What is a useful definition of 'governance'?

Chapter 1 Why is SD governance so difficult?

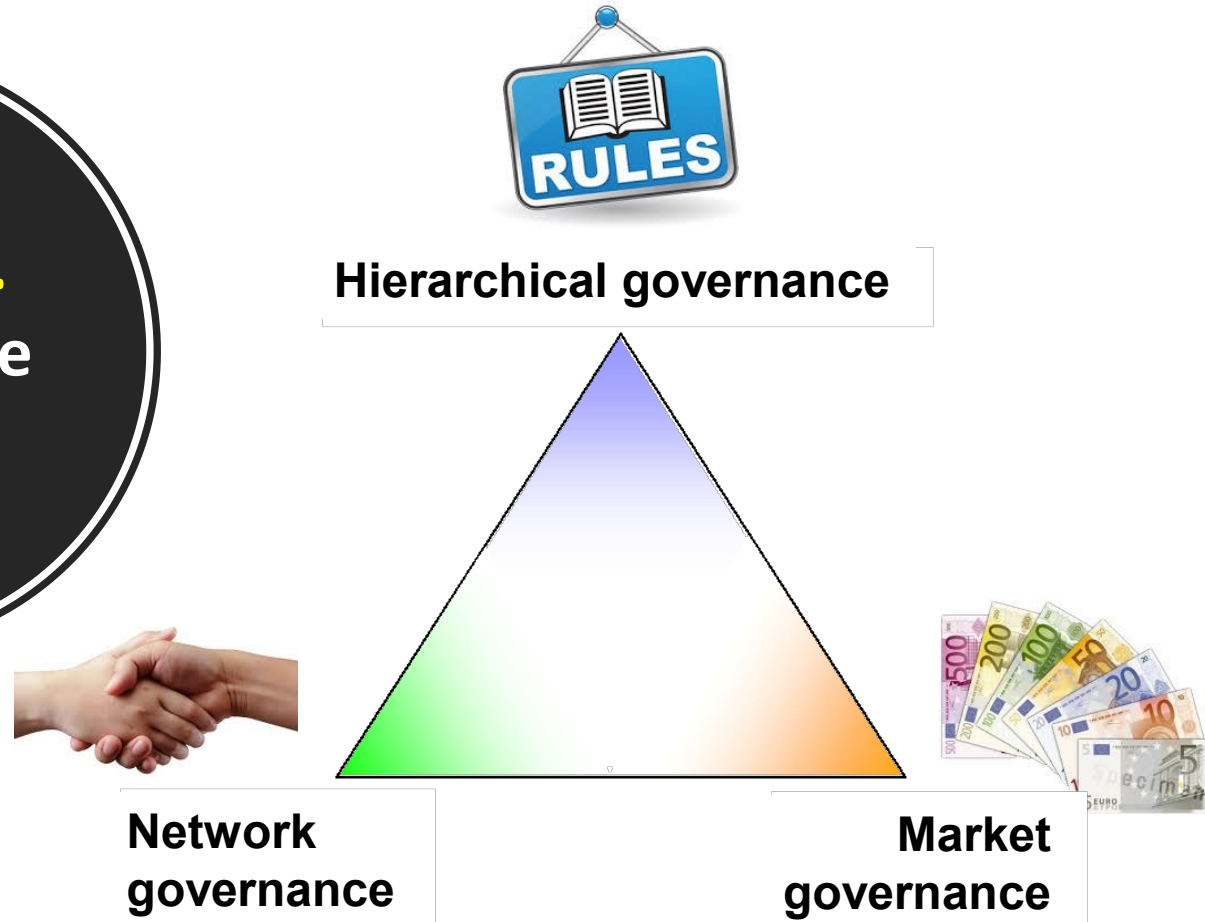
We need a broad definition which covers institutions, instruments/tools, processes, participation

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**

Three basic governance styles and their hybrids

Chapter 2. Governance styles?



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



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

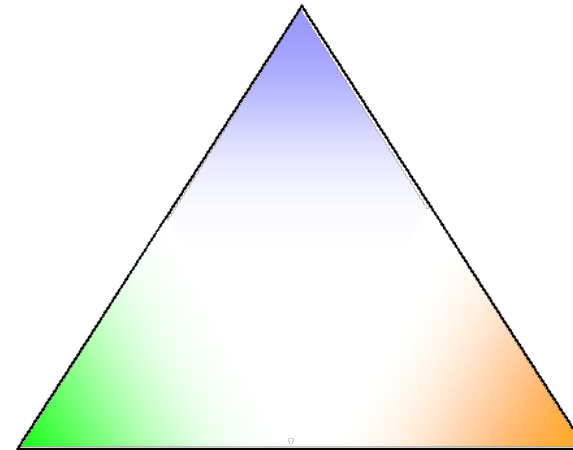


Typical weaknesses of governance styles



& abuse of power

Hierarchical governance



Network governance



& Manipulation

Market governance



& Corruption

Chapter 3.
Governance failure?



Prevention of governance failure?

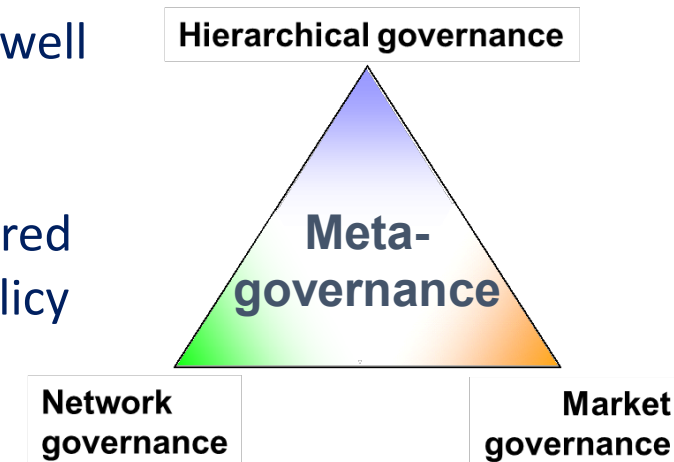
Definition

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

Chapter 4. Meta- governance

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



We need metagovernance to guide a meta-policy, just as hard as we need metadata for data management

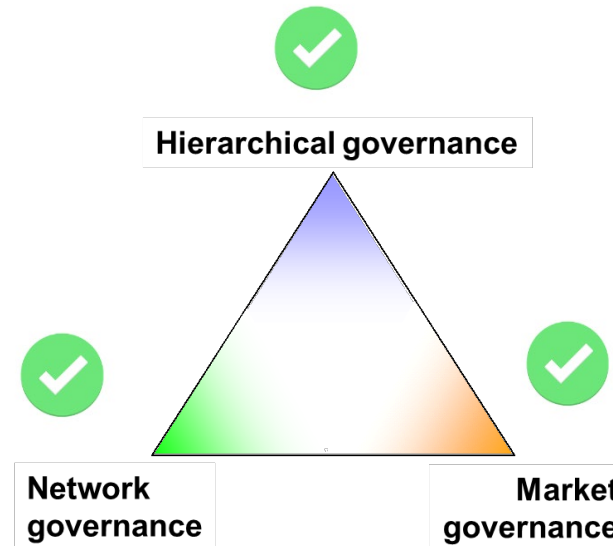
Example Metagovernance: EU Environmental Implementation Review (EIR)

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

1. **'Stick':** 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**)



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



Chapter 5. Fifty shades of governance

“Fifty shades of governance”



	1.Ways of life	11.Strategy styles	21.Control mechanism	31.Accountability style	41.Values civil servants
Vision/strategy	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.
Institut./instrum.	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
Processes/actors	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
Problems/outcomes	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

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



UNEP: Triple Env Crisis:
Climate change
Biodiversity
Pollution



?



?



Values, traditions, mind-sets

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

Chapter 6. Values, traditions, mind-sets

Netherlands × Romania ×



Source: <https://www.hofstede-insights.com/product/compare-countries/>
Louis Meuleman 2022 www.ps4sd.eu

New Public Management frames: our 'mental software'

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

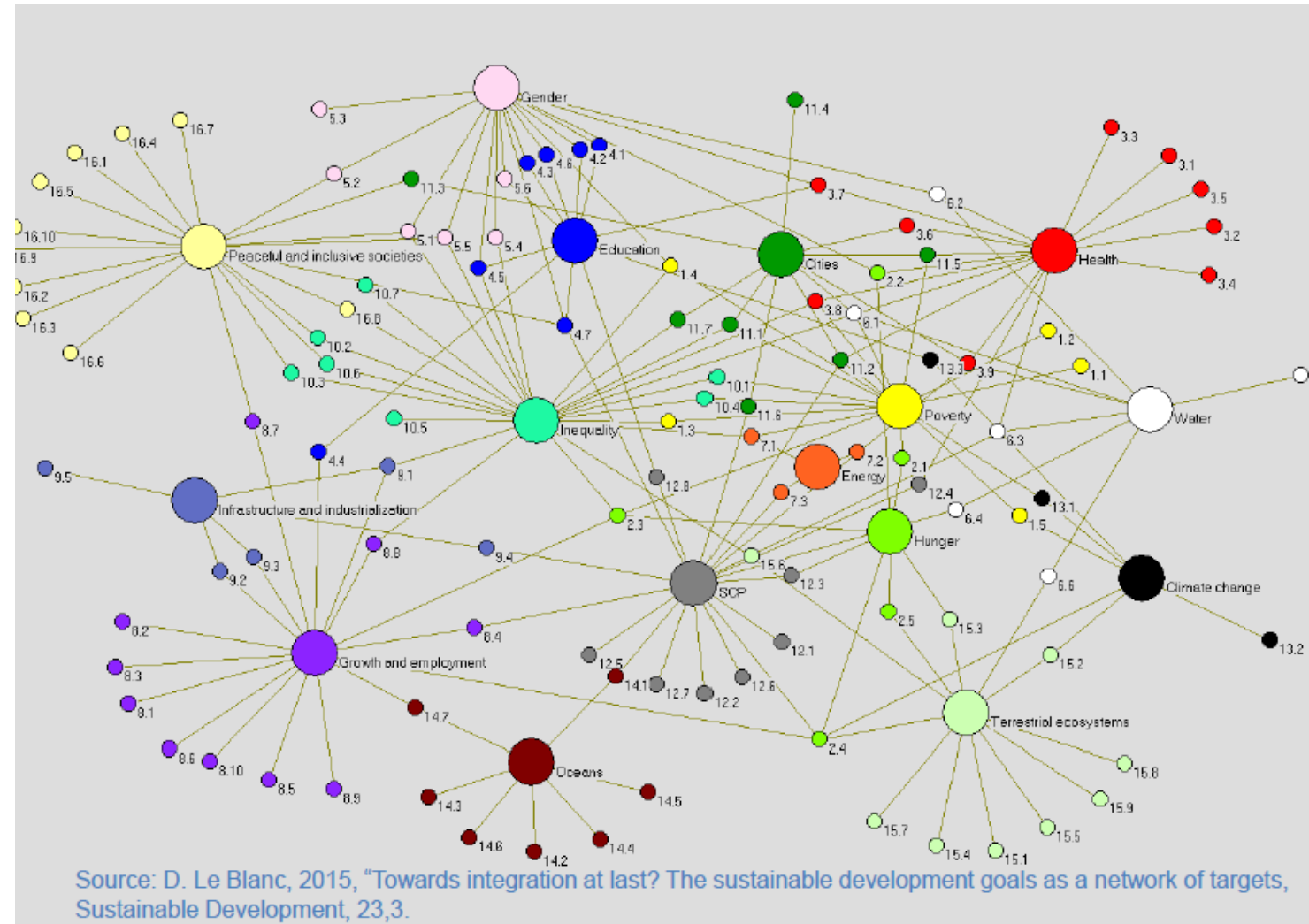
Chapter 7. NPM mantras



Linking the SDGs can result in a clash of governance styles

The SDGs as a map for integration

Chapter 8. Meta- governance & the SDGs





Metagovernance in 7 steps

Chapter 9. Meta- governance as design method

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**



Chapter 10. Reform, Coherence, Capacity

- Innovation and public-sector reform are not per definition good
- Reform should have the purpose to perform better
- Metagovernance helps achieving more effective reform, coherence and capacity building

On reform and innovation:

“The world is littered with examples of innovations that led either to few, if any, improvements”

Prof. Jean Hartley (2005)



Chapter 11.
Metagov.
as
framework

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)

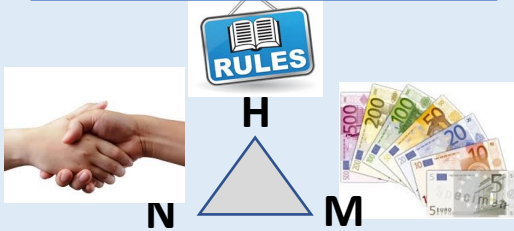
“Metagovernance for Sustainability - A framework for implementing the SDGs”

Concept

1. Why is Sustainability governance so difficult?




2. Which governance styles to distinguish?



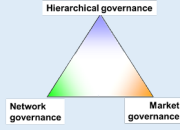
3. What governance failures?

Design
Capacity
Management




4. How to combine the three styles?

Governance of
Metagovernance



Context

5. Which governance tools per style?




6. Culture & traditions as context



Chaos. German Style.

7. Mindsets & mantras as context




8. Metagovernance for the SDGs?



Practice


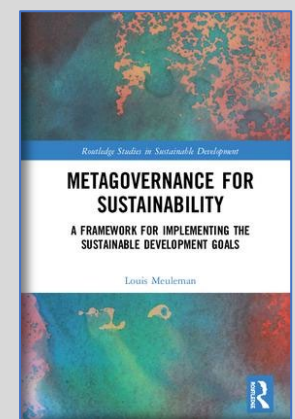
9. Towards a method for metagovernance



10. Reform, better coherence & capacity



11. Metagovernance as framework: Common but diff. governance



**Some
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More: www.ps4sd.eu