



Roundtable on Governance & Law: Challenges & Opportunities

Philippe Destatte

Director General of The Destree Institute (Wallonia – Belgium)
Associate Professor in Mons and Paris-Diderot Universities
Millennium Project Brussels' Area Node Chair

Some « new » Models of Governance in Europe and North America



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The Millennium Project

European Institute of Foresight Research



The Destree *Institute*

WALLONIA POLICY LAB

Citizens Panel on the Aging Services Parliament of Wallonia Jan. 2018



Outline

I. The models of governance

II. Six mutations impacting governance

III. Governance for an Agenda 2030 ?

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Governance according to the Club of Rome (1991)



**Alexander KING &
Bertrand SCHNEIDER,**
The First Global Revolution,
New York, 1991.

*The command mechanism of
a social system and its
actions that endeavor to
provide security, prosperity,
coherence, order and
continuity to the system.*

Governance, according to Steven Rosell (1992)



The process of governance is the process whereby an organization or a society steers itself, and the dynamics of communication and control are central to that process.

Steven A. ROSELL ea,
*Governing in an
Information Society*, p.21,
Montreal, Institute For
Research on Public
Policy, 1992.

Governance according to UNDP (1997)



Governance for Sustainable Human Development, A UNDP Policy Document, United Nations Development Programme, January 1997.

UNDP advocates for change and connects countries to knowledge, experience and resources to help people build a better life.

UNDP defines governance as the exercise of political, economic and administrative authority in the management of a country's affairs at all levels. Governance comprises the complex mechanisms, processes and institutions through which citizens and groups articulate their interests, mediate their differences and exercise their legal rights and obligations. Good governance has many attributes. It is participatory, transparent and accountable. It is effective in making the best use of resources and is equitable. And it promotes the rule of law.

Governance according to World Bank (1999)



The World Bank

Daniel KAUFMANN, Aart KRAAY, Pablo ZOIDO-LOBATON, *Governance Matters*, in *Policy Research Working papers*, nr. 2196, World Bank, 1999.

We define governance broadly as the traditions and institutions by which authority in a country is exercised. This includes (1) the process by which governments are selected, monitored and replaced, (2) the capacity of the government to effectively formulate and implement sound policies, and (3) the respect of citizens and the state for the institutions that govern economic and social interactions among them.

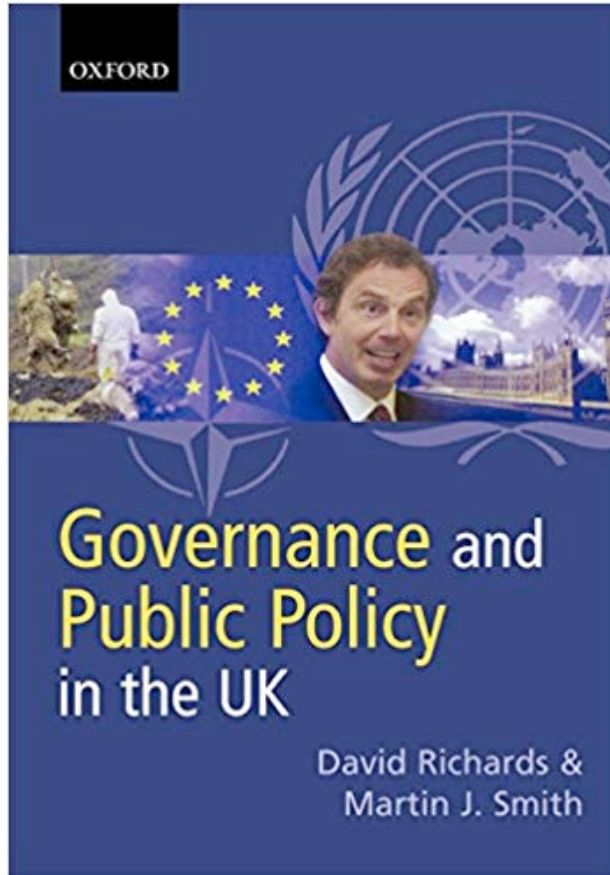
Governance according to the European Commission (2001)



***European Governance,
A White Paper,***
July 25, 2001, p. 8.

« Governance » means rules, processes and behaviour that affect the way in which powers are exercised at European level, particularly as regards openness, participation, accountability, effectiveness and coherence.

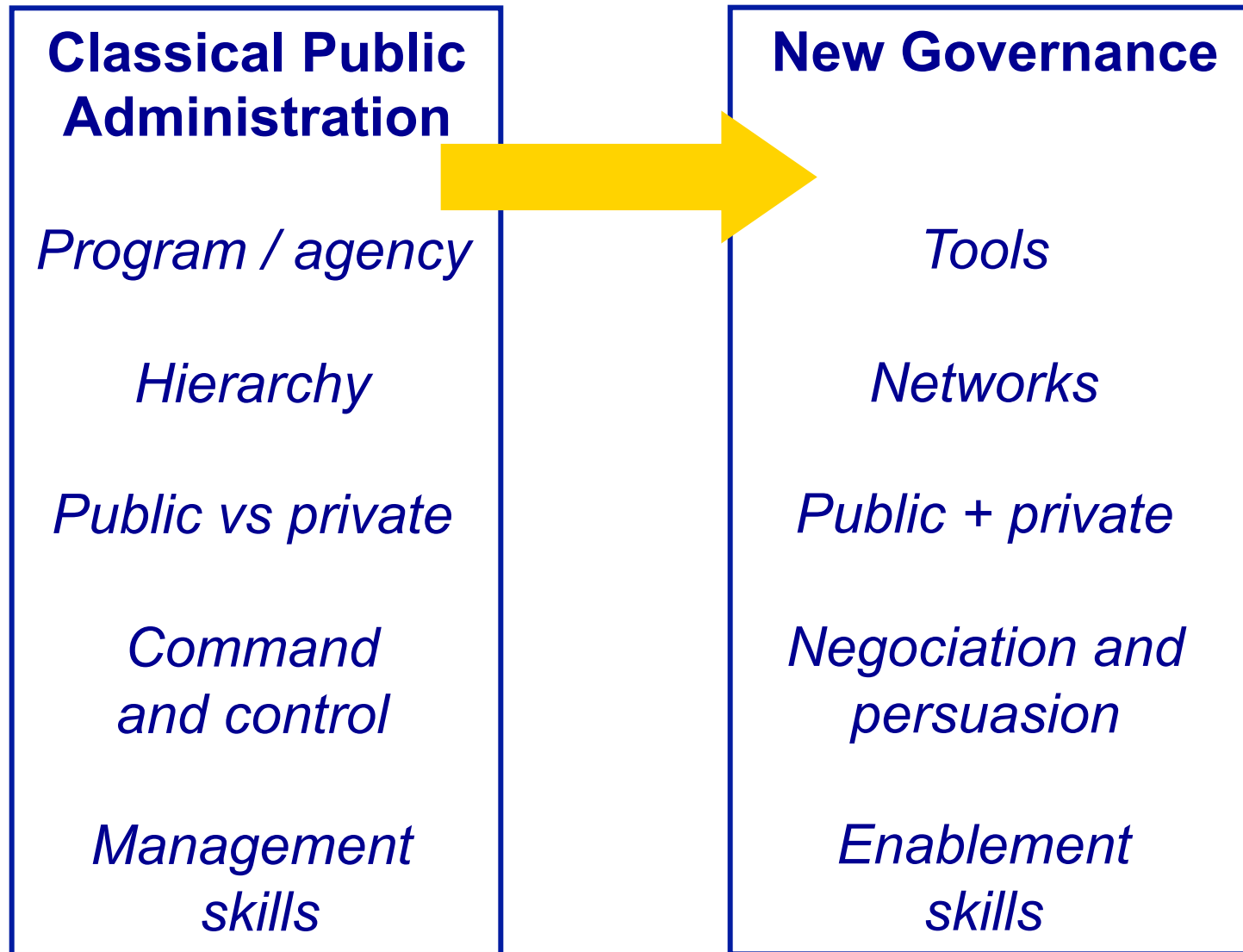
Governance : a *changing nature of policy process* observed par political scientists (2001)



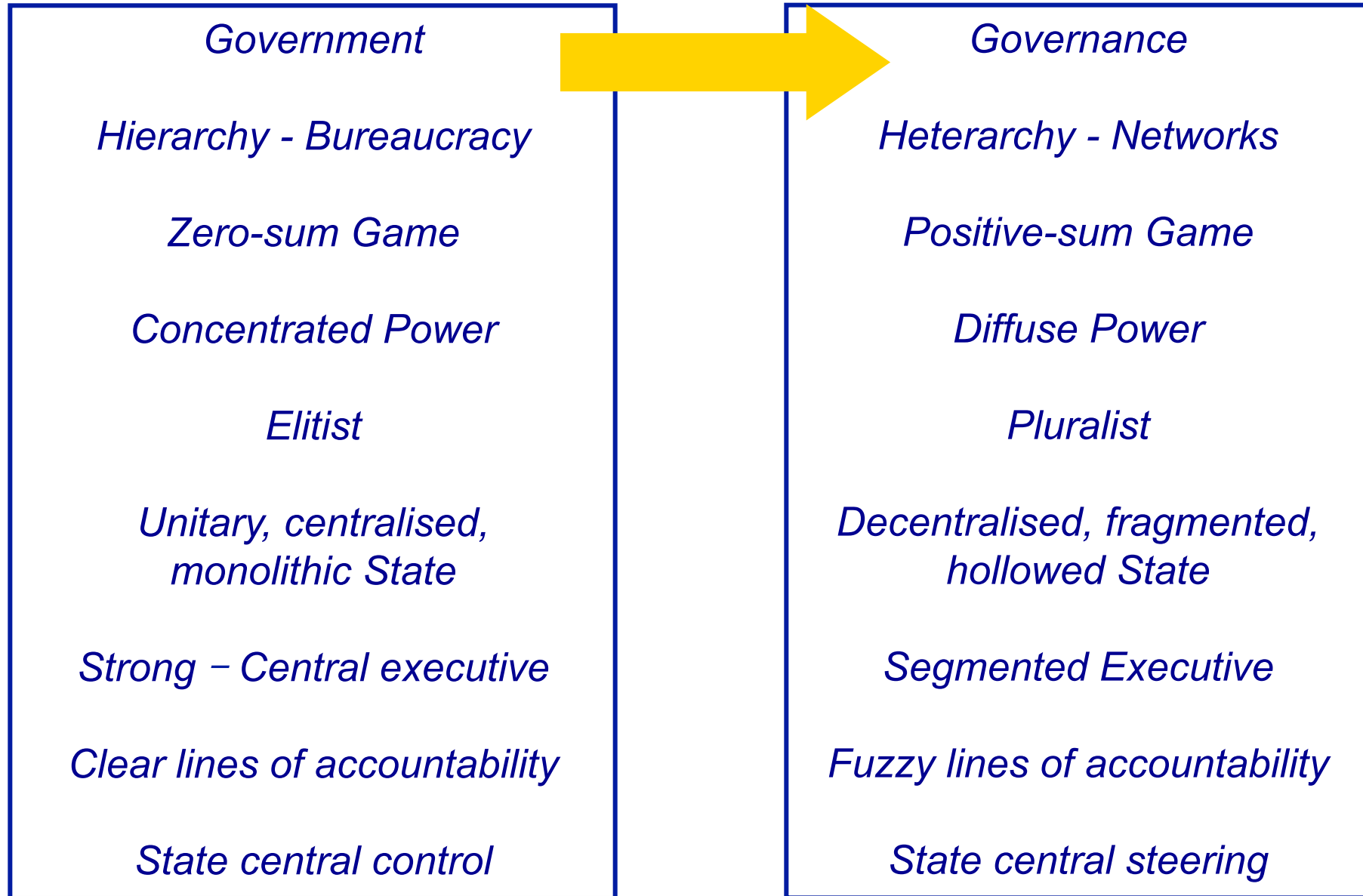
‘Governance’ is a descriptive label that is used to highlight the changing nature of the policy process in recent decades. In particular, it sensitizes us to the ever-increasing variety of terrains and actors involved in the making of public policy. Thus, it demands that we consider all the actors and locations beyond the ‘core executive’ involved in the policy making process.

David RICHARDS & Martin SMITH, *Governance and the Public Policy in the UK*, p. 2, Oxford, Oxford University Press, 2002.

The new Governance Paradigm (2002)



Weberian Bureaucratic State vs Postmodern State

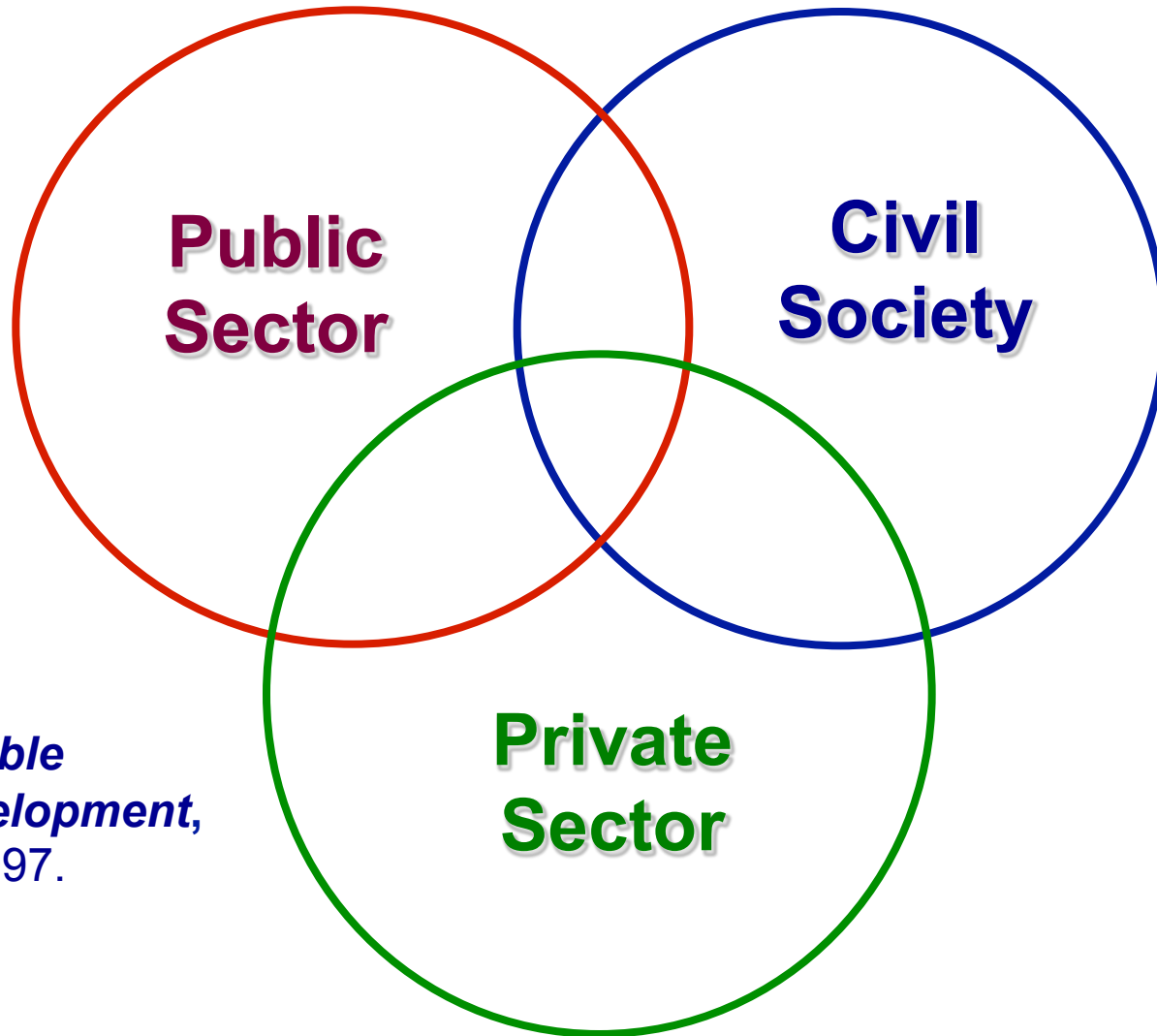


Three stages of governance according to UNDP

Governance includes the state, but transcends it by taking in the private sector and civil society. All three are critical for sustaining human development. The state creates a conducive political and legal environment. The private sector generates jobs and income. And civil society facilitates political and social interaction - mobilising groups to participate in economic, social and political activities. Because each has weaknesses and strengths, a major objective of our support for good governance is to promote constructive interaction among all three.

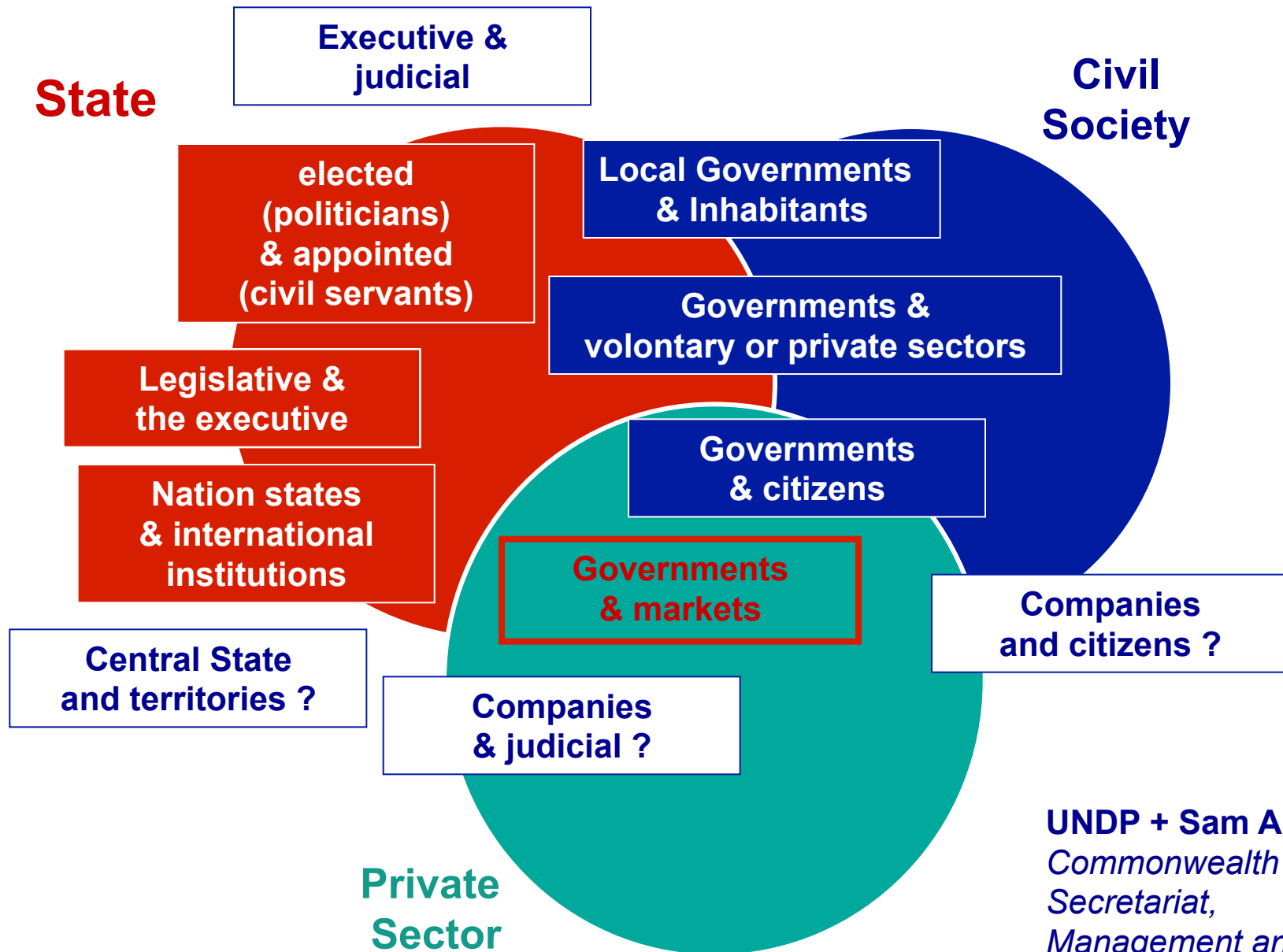
*Governance for Sustainable Human Development
A UNDP Policy Document,
United Nations Development Programme,
January 1997*

Three stages of governance



***Governance
for Sustainable
Human Development,***
New York, 1997.

The seven (?) types of relations in a complex system of governance



UNDP + Sam AGERE
*Commonwealth
Secretariat,
Management and Training
Service Division, 2000.*

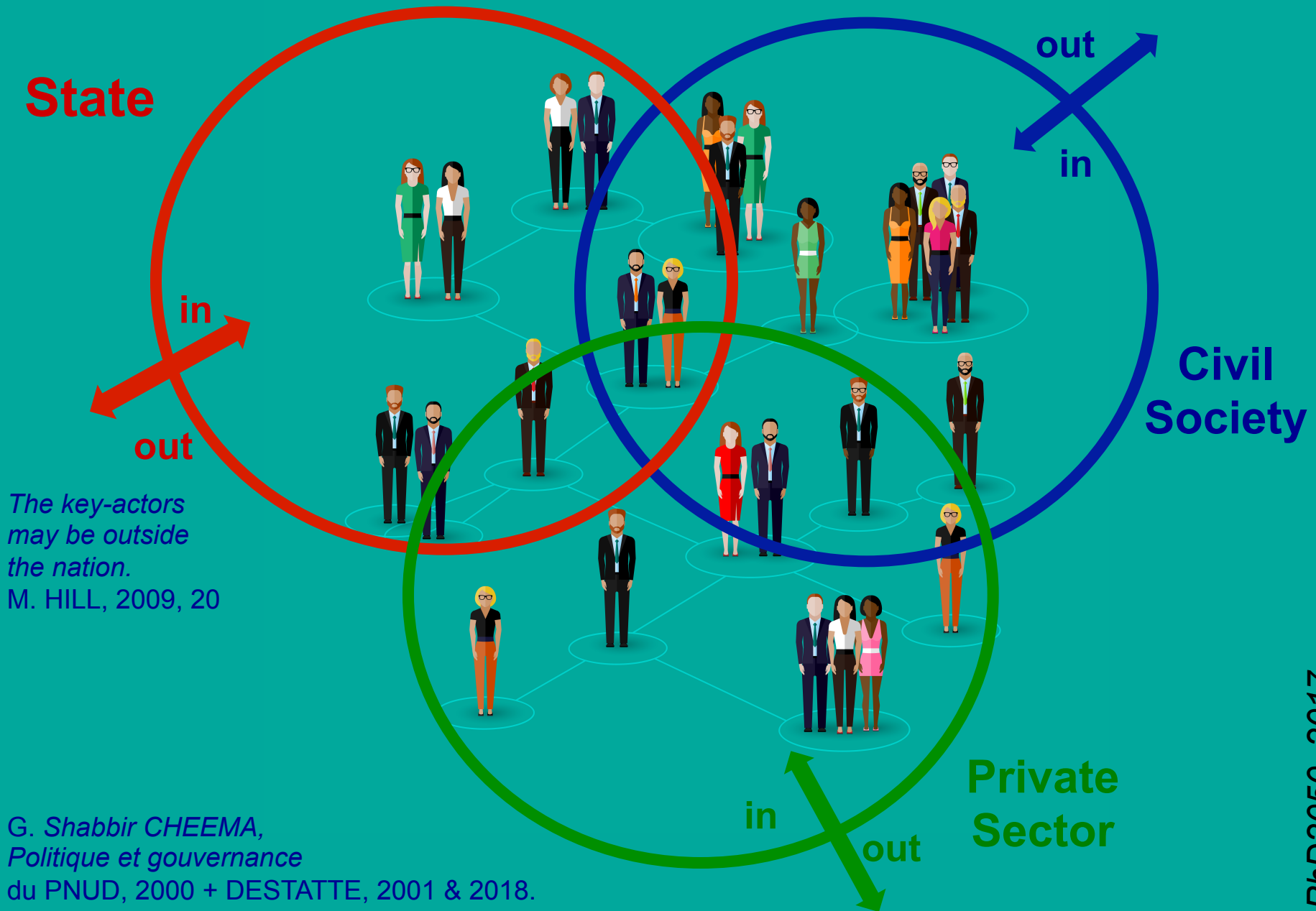
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Three circles of governance



At least six mutations impacting governance

Knowledge Revolution (trajectory to information / digital / knowledge societies. Elevation of the intellectual level of the citizens and of the number of intellectuals, as persons who engage in critical thinking, research and reflection about society and propose solutions for its normative problems (social media, huge volume of informations and knowledge on the internet), new tools for building communities and democracy but also perverse effects.

Sustainable Development (implementation of the **2030 Agenda** with the ambition to build effective, accountable and inclusive institutions at all levels + **climate changes wall and urgency** (cfr. Last IPCC report, October 2018).

New Social Trifunctionality (cfr. G. Dumézil, Aristote, Adalberon de Laon, Duby, Sieyès, Furet): a recognition of the actors and stakeholders promoted by the international institutions (UNDP, Club of Rome, World Bank, EU, OECD, etc.) in the field of development.

Open Government: *A citizen-centred culture of governance that utilizes innovative and sustainable tools, policies and practices to promote government transparency, responsiveness and accountability to foster stakeholders' participation in support of democracy and inclusive growth.* OECD, 2016. Initiatives taken by leaders “above politics” T. Blair, B. Obama, E. Macron, etc. UK-NAP: *3rd OGP National Action Plan.*

TRANSPARENCY

*Government Transparency
Access, readability, interaction,
accountability*

PARTICIPATION

*Participation of the citizens, actors,
stakeholders in support of democracy
and inclusive growth*

CO-CONSTRUCTION

*Innovative and sustainable tools
policies and practices*

*Citizen-centred
culture of
Governance*

*Open
Government*

*Open
Society*

At least six mutations impacting governance

Conservative and populist zeitgeist: *Protectionism in the economy, isolation in world affairs, nativism within our society; all, in the end, mean weakness in the face of challenge.* (T. BLAIR, 2006), effects of populism : questioning the legitimacy of elected officials, mistrust of the parliamentary regime, denunciation of the media and of a *financial oligarchy* that would organize the world... questioning scientific argumentation, maintaining confusion on certain issues : *Anthony ZURCHER, Does Trump still think climate change is a hoax ?* BBC News, June 2, 2017. <https://www.bbc.com/news/world-us-canada-40128034>

Increased influence of companies: recognition of their role in the society and governance. *Companies have been the engine behind the unprecedented economic growth of the past century. The big companies through their operations have managed to raise billions of people from poverty, provide employment and education opportunities and unlock the human potential for innovation and creativity. Integrated Governance, A New Model of Governance for Sustainability, p. 8, United Nations Environment Programme, June 2014.*

Powerless, pessimism, out of control (2006)



What has changed is the interplay between globalisation, immigration and terrorism. Suddenly we feel under threat: physically from this new terrorism that is coming onto our streets, culturally as new waves of migrants change our society, and economically because an open world economy is hastening the sharpness of competition. People feel they are working longer, but are less secure. They feel the rules are changing and they never voted to change them. They feel, in a word, powerless. This is producing a pessimism that is pervasive and fearful because there seems no way through, or at least a way under our control.

Full Text of Tony Blair's Speech to the TUC (Trade Union Congress),
Brighton, Sept. 12, 2006. in The Guardian, 12 sept. 2006.
<https://www.theguardian.com/politics/2006/sep/12/tradeunions.speeches>

Powerless, pessimism, out of control (2006)

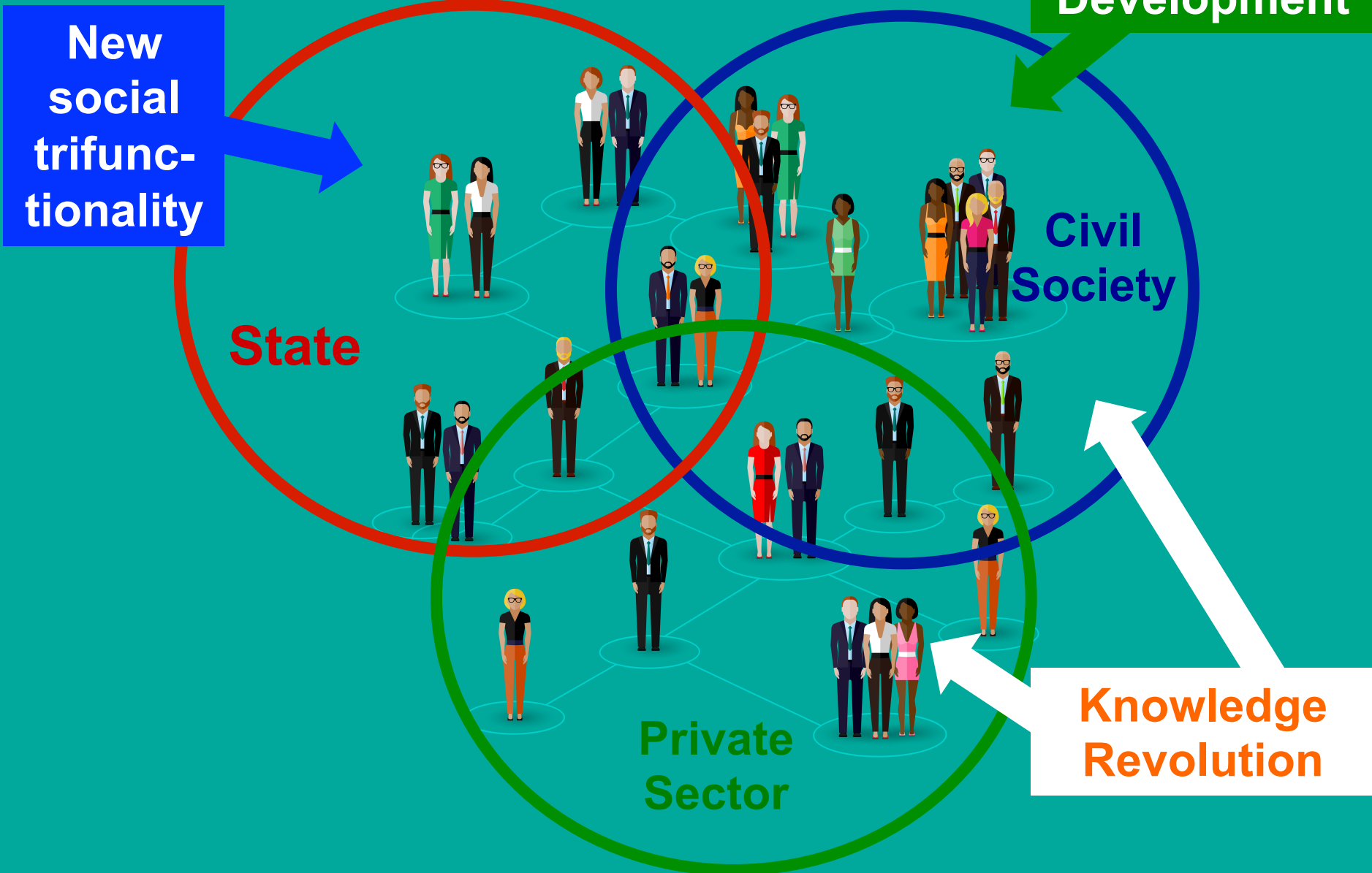
There is a debate going on which, confusingly for the politicians, often crosses traditional left/right lines and the debate is: open v closed. Do we embrace the challenge of more open societies or build defences against it? In my judgement, we need an approach that is strong and not scared, that addresses people's anxieties but does not indulge them, and above all has the right values underpinning it. The challenge won't be overcome by policy alone, but by a powerful case made on the basis of values, most especially those that combine liberty with justice, security with tolerance and respect for others. We have to escape the tyranny of the "or" and develop the inclusive nature of the "and".

The answer to economic globalisation is open markets and strong welfare and public service systems, particularly those like education, which equip people for change. The answer to terrorism is measures on security and tackling its underlying causes.

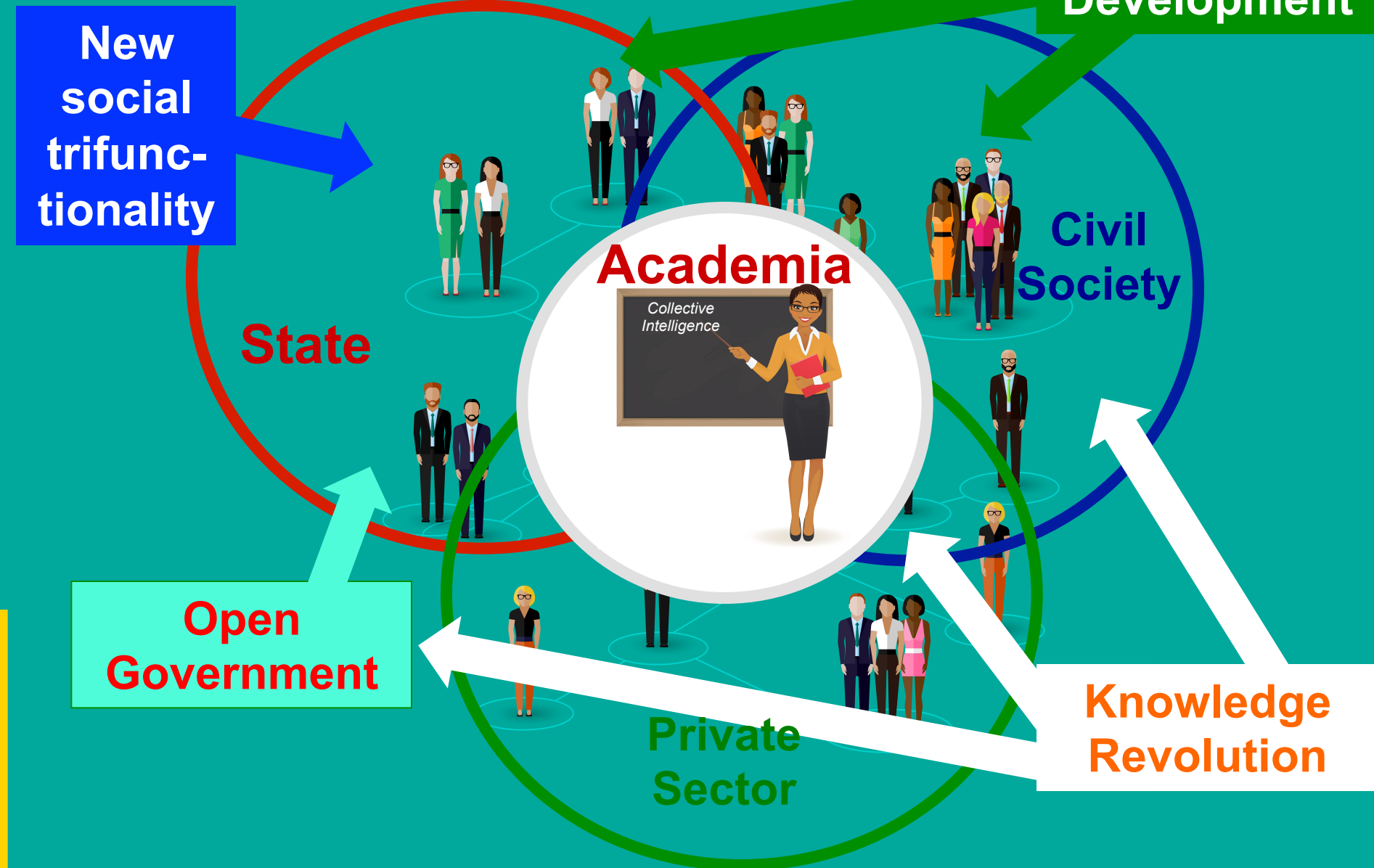
The answer to concern over migration is to welcome its contribution and put a system of rules in place to control it.

Full Text of Tony Blair's Speech to the TUC (Trade Union Congress),
Brighton, Sept. 12, 2006. in The Guardian, 12 sept. 2006.
<https://www.theguardian.com/politics/2006/sep/12/tradeunions.speeches>

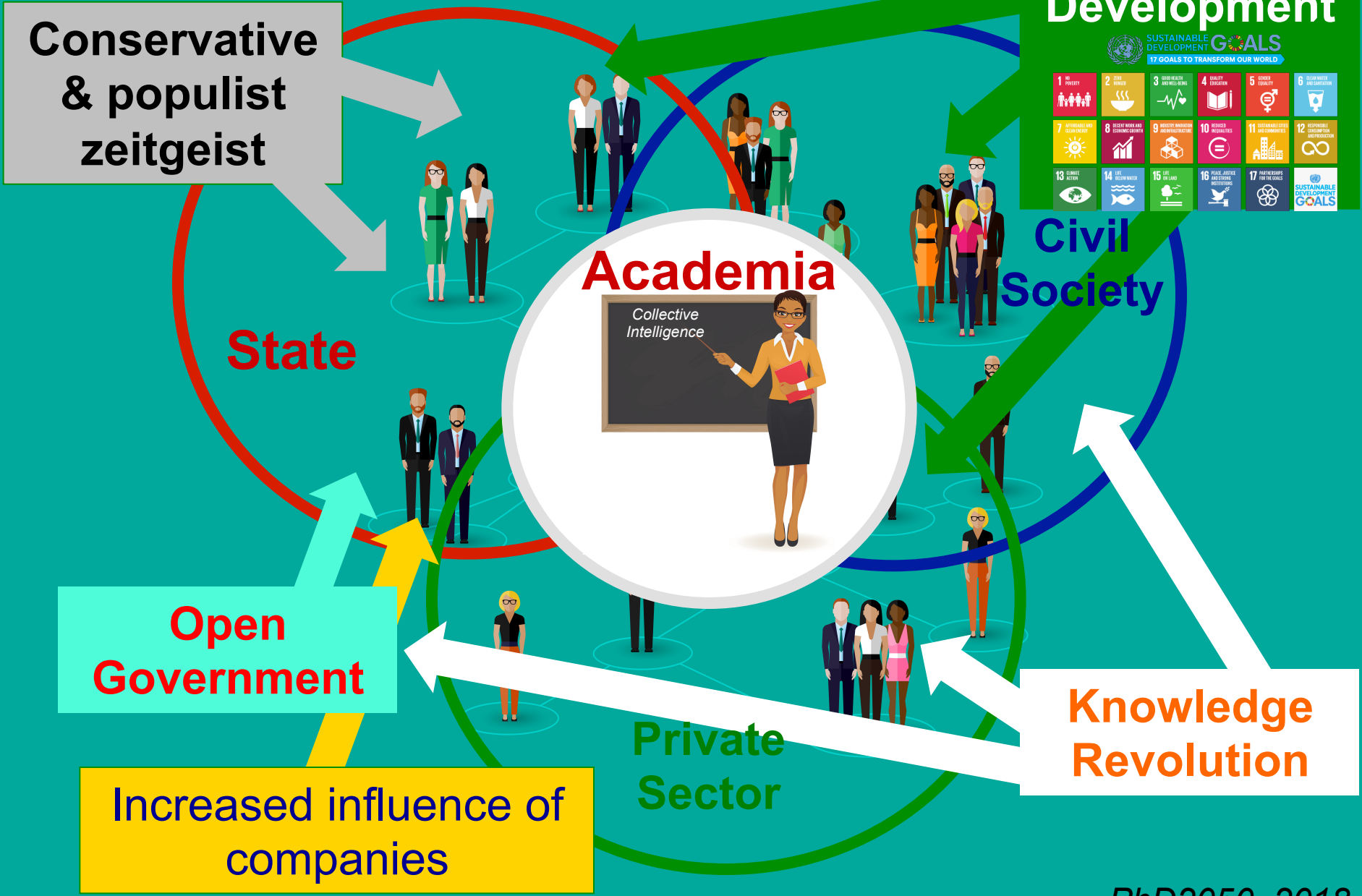
Governance Model 1.0. #1stGen



Governance Model 2.0. #2ndGen



Governance Model 3.0. #NextGen



Six mutations in progress	Impacts on the actors of governance			
	State	Civil Society	Private Sector	Academia
Knowledge Revolution				
Sustainable Development				
New Social Trifunctionality				
Open Governement				
Conservative & populist Zeitgeist				
Increased influence of companies				

Six mutations in progress	Impacts on the actors of governance			
	State	Civil Society	Private Sector	Academia
Knowledge Revolution	Need of foresight and anticipation	Knowledge Number of intellectuals	Networks Innovations	Emergence as a governance circle
Sustainable Development	Evaluation. Leaving no one behind	Fiscal Sustainability	High Sustainability Firms	Emergence CEPA 17th p. 15
New Social Trifunctionality	Weakening Aligning interests	Corporate Social Responsibility	Recognition of the importance	Quadri-fonctionality Leadership ?
Open Gouvernement	Moving to collective pol. Multilevel Gv	New models Collective Intelligence	New way of working Engagement	Innovations Status of expert ?
Conservative & populist Zeitgeist	Autoritarism Liberticidal	Confusion Handling	Freedom to oppress ? Instalibilty	Mistrust
Increased influence of companies	Budgetary Performance Transparent Reporting	Mistrust vs New partnerships	Awareness & commitment facing issues	Mistrust vs New partnerships

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Governance for an Agenda 2030 ?



Department of Economic and Social Affairs

Division for Public Administration
and Development Management

publicadministration.un.org/en/CEPA

#CEPA2018

Readying Public Institutions for the Implementation of the SDGs

17TH Session of the
Committee of Experts on Public Administration (CEPA)
23-27 April 2018 • United Nations, New York



Principles of effective governance for SD

UN, *Committee of Experts on Public Administration*, 2018

1. Effectiveness

1.1. Competence: *to perform their fonctions effectively, institutions are to have sufficient expertise, resources and tools to deal adequately with the mandates under their authority* (commonly used strategies such as: promotion of a professional public sector workforce, leadership development and training civil servant, financial management and control, investment in e-gouvernement, etc.).

1.2. Sound policymaking: *to achieve their intended results, public policies are to be coherent with one another and founded on true or well-established grounds, in full accordance with fact, reason and good sense* (commonly used strategies such as: strategic planning and foresight, strengthening national statistical systems, risk management frameworks, data sharing, etc.).

1.3. Collaboration: *to address problems of common interest, institutions at all levels of government and in all sectors should work together and jointly with non-State actors towards the same end, purpose and effect* (commonly used strategies such as: centre of government coordination under the Head of State of Gouvernement, collaboration, coordination, integration and dialogue across levels of gouvernement and functional areas, raising awareness of the SDG, network-based governance, multi-stakeholder partnerships etc.).

Principles of effective governance for SD

2. Accountability

2.1. Integrity: *to serve in the public interest, civil servants are to discharge their official duties honestly, fairly and in a manner consistent with soundness of moral principle* (commonly used strategies such as: promotion of anti-corruption policies, practices and bodies, codes of conduct for public officials, elimination of bribery and trading in influence, conflict of interest policies, whistle-blower protection, provision of adequate remuneration and equitable pay scales for public servants, etc.).

2.2. transparency: *to ensure accountability and enable public scrutiny, institutions are to be open and candid in the execution of their functions and promote access to information, subject only to the specific and limited exceptions as are provided by law* (commonly used strategies such as: proactive disclosure of information, budget transparency, open government data, registries of beneficial ownership, lobby registries, etc.).

2.3. independent oversight: *to retain trust in government, oversight agencies are to act according to strictly professional considerations and apart from and unaffected by others* (commonly used strategies such as: promotion of the independence of regulatory agencies, arrangements for review of administrative decisions by courts or other bodies, independent audit, respect for legality, etc.).

Principles of effective governance for SD

3. Inclusiveness

3.1. Leaving no one behind: *to ensure that all human beings can fulfil their potential in dignity and equality, public policies are to take into account the needs and aspirations of all segments of society, including the poorest and most vulnerable and those subject to discrimination* (commonly used strategies such as: promotion of equitable fiscal and monetary policy, promotion of social equity, data disaggregation, systematic follow-up and review, etc.).

3.2. Non discrimination: *to respect, protect and promote human rights and fundamental freedoms for all, access to public service is to be provided on general terms of equality, without distinction of any kind as to race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth, disability or other status* (commonly used strategies such as: promotion of public sector workforce diversity, prohibition of discrimination in public service delivery, multilingual service delivery, accessibility standards, cultural audit of institutions, universal birth registration, gender-responsive budgeting, etc.).

3.3. Participation: *to have an effective State, all significant political groups should be actively involved in matters that directly affect them and have a chance to influence policy* (commonly used strategies such as: free and fair elections, regulatory process of public consultation, multi-stakeholder forums, participatory budgeting, community-driven development, etc.).

Principles of effective governance for SD

3.4. Subsidiarity: *to promote government that is responsive to the needs and aspirations of all people, central authorities should perform only those tasks which cannot be performed effectively at a more intermediate or local level (commonly used strategies such as: fiscal federalism, strengthening urban governance, strengthening municipal finance and local finance systems, enhancement of local capacity for prevention, adaptation and mitigation of external shocks, multilevel governance, etc.).*

3.5. Intergenerational equity: *to promote prosperity and quality of life for all, institutions should construct administrative acts that balance the short-term needs of today's generation with the longer-term needs of future generations (commonly used strategies such as: sustainable development impact assessment, long-term public debt management, long-term territorial planning and spatial development, ecosystem management, etc.).*

UN, *Committee of Experts on Public Administration, Report on the Seventeenth Session (23-27 April 2018)*, p. 18-21, New York, Economic and Social Council, Official Records, 2018, Supplement N°24. E/2018/44-E/C.16/2018/8.



Thank you!

Philippe Destatte

www.institut-destree.eu

PhD2050.wordpress.com

destatte.philippe@institut-destree.eu

philippe.destatte@umons.ac.be

[@PhD2050](#)