



Vlaanderen
is vernieuwend bestuur

**STEUNPUNT
BESTUURLIJKE
VERNIEUWING**

Statistics: Governance by numbers

Geert Bouckaert

KU LEUVEN



M&B
Management & Bestuur
Universiteit Antwerpen

 200 JAAR
**UNIVERSITEIT
GENT**

universiteit
▶▶ **hasselt**

CORe
CENTRUM VOOR
OVERHEID EN RECHT

Trustworthy numbers for a strong democracy

Trust 1: of population in the public sector

Trust 2: of the public sector in the population

Trust 3: within the public sector

- ▶ From trustworthiness to active trust (behaviour)
 - Trustworthiness: Ability, Benevolence, Integrity
 - Active trust: (un)willingness to share information
- ▶ Need for trust and trustworthiness to ‘govern by numbers’

Governance: what?

- ▶ Macro-(economic) (Whole of Government)
- ▶ + policy
- ▶ + organisations (management)

- ▶ Different 'numbers' for different 'purposes'

Governance: how?

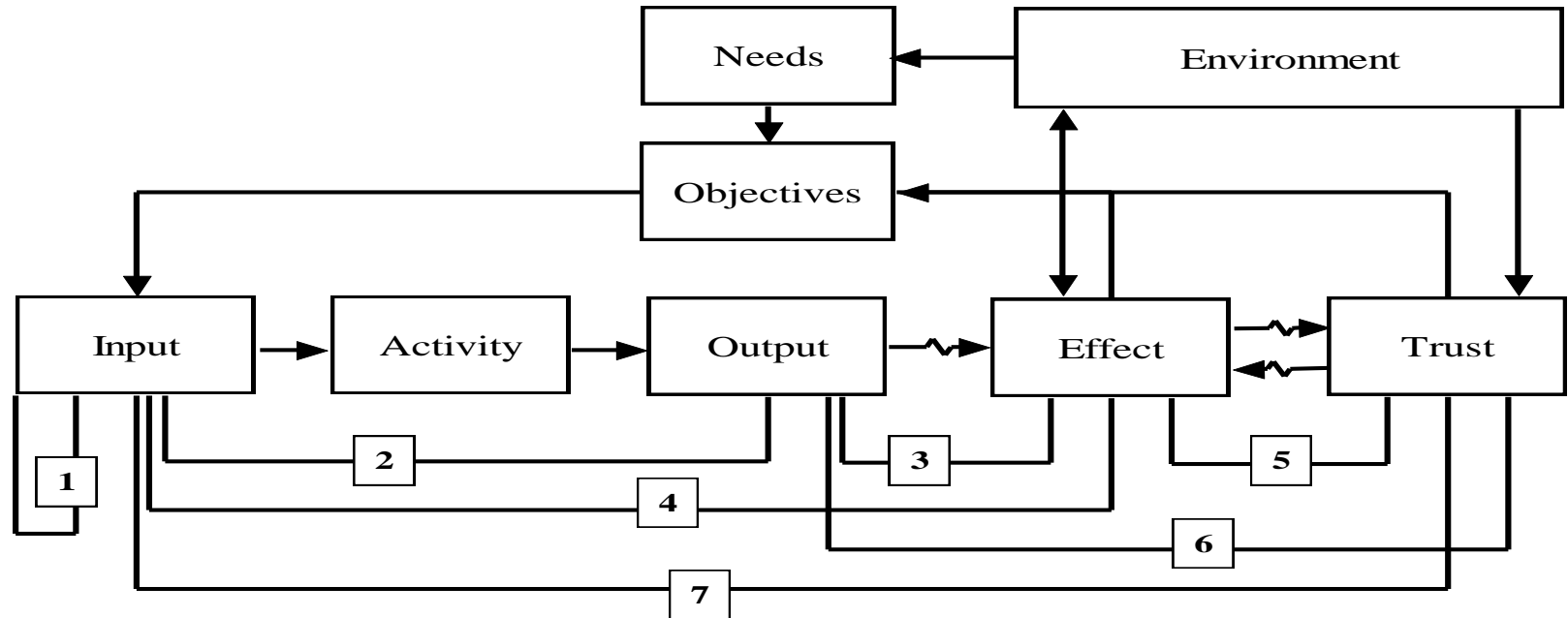
- ▶ By 'ideology': stories, wishful thinking, fake elements
- ▶ By 'imitation': case studies, best practices
- ▶ By 'evidence'

- ▶ Evidence: what kind of evidence?
 - objective vs subjective
 - perceptions, expectations,
 - satisfaction, trust

Governance: how?

- ▶ Measuring
- ▶ Incorporating
- ▶ Using

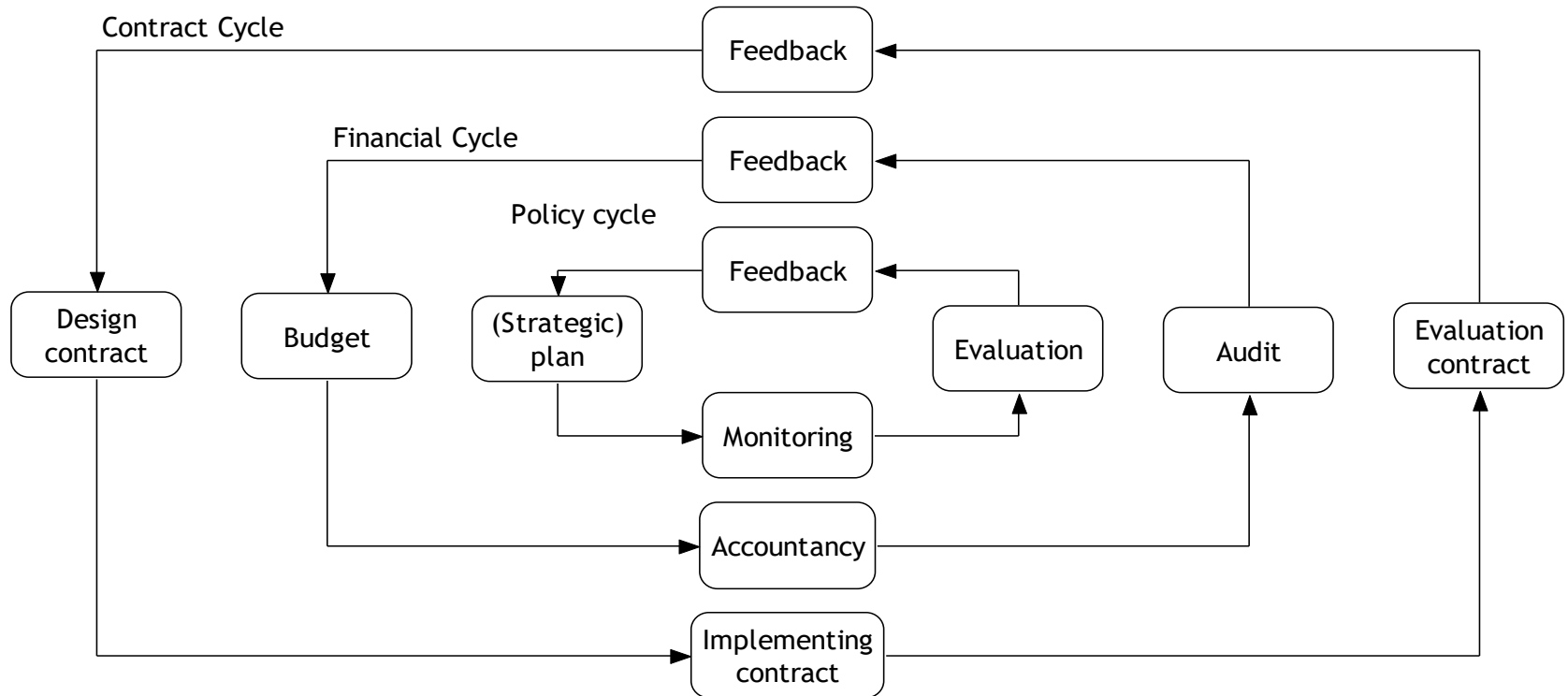
Measuring



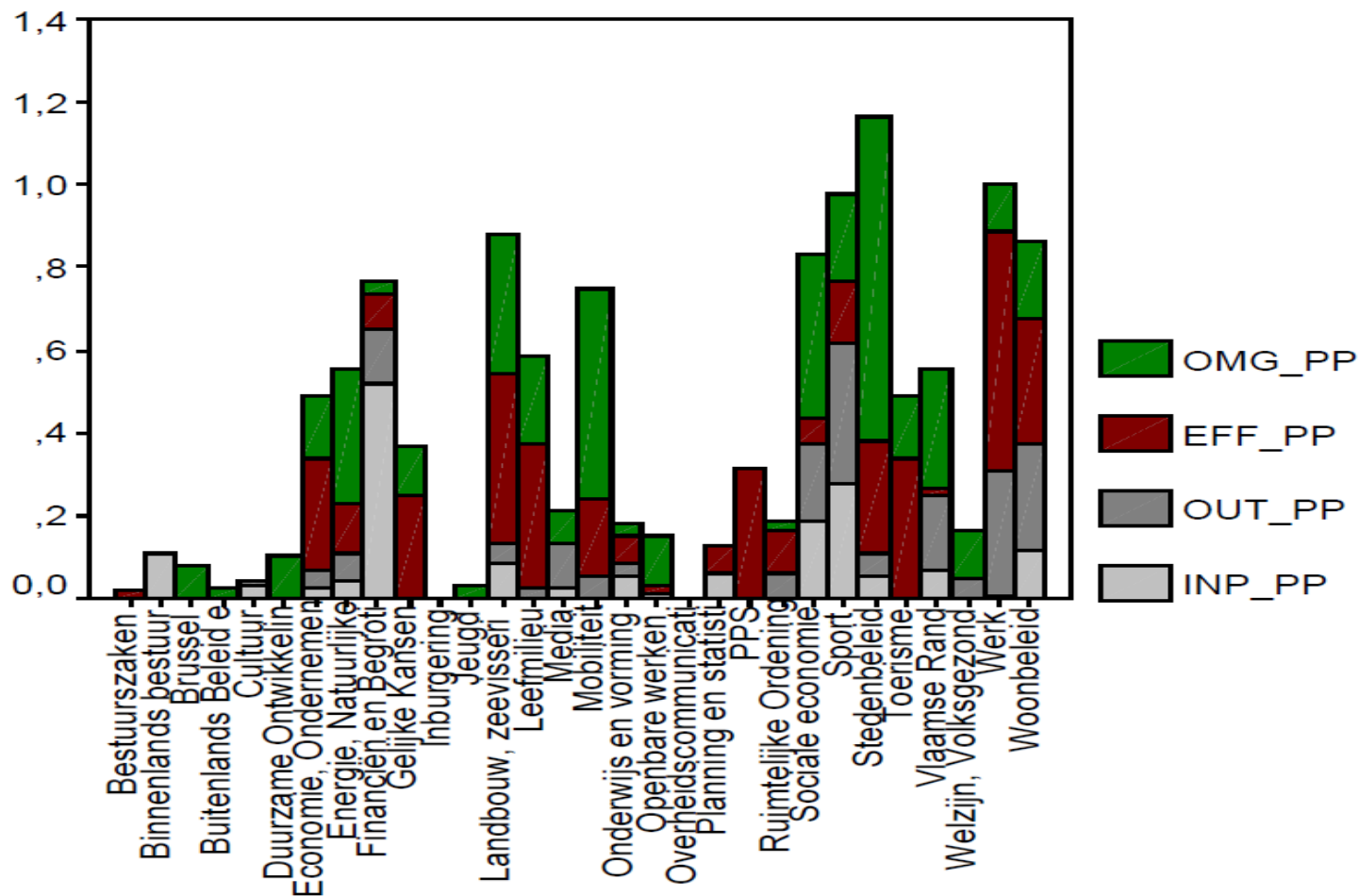
- 1. input/input: economy
- 2. input/output: efficiency/productivity
- 3. output/effect: effectiveness
- 4. input/effect: cost-effectiveness
- 5. effect/trust
- 6. output/trust
- 7. input/trust



Incorporating



Indicators for 30 policy notes (2004-2009) (SBOV, 2005)



Using

- ▶ To learn
- ▶ To be accountable
- ▶ To control and to steer

Governance: who?

- ▶ Science: Universities
- ▶ Statistical Institutes
- ▶ Audit Institutes (SAIs)
- ▶ (Research journalism)

Governance: who?

▶ Features:

→ "Internal"/"external"

→ "Independent"/"autonomous"

→ Capacity

Shifts in governing data: Government at a Glance 2017 (OECD)

1. Broadening the Scope: From a focus on inputs and process to a focus on outputs and outcomes
2. Deepening the management picture: From a standard set of indicators to a renewed set of indicators
3. Increasing the policy implications of indicators: From descriptive to immediately connected to policy
4. Connecting information: From separate indicators to more composite or combined indicators
5. Setting agendas: From standard supply of data to focusing on special featured and emerging topics
6. Organising ownership of indicators: From passive providing data to interactive involvement of respondents

Challenges for Governance by Numbers

1. CBA
2. Supply and demand
3. Capacity deficit
4. Tension of two logics
5. Distrust
6. Institutional arrangements in Belgium

1. Cost-Benefit Analysis

▶ Costs

→ measurable (euro), attributable (organisation), unconditional (costs), immediate

▶ Benefits

→ not so measurable, not always attributable and sometimes not for those bearing the cost, conditional (use), not immediate

▶ Conclusion

→ systemic bias towards a negative CBA

2. Shifting mechanisms of matching supply and demand

	No supply	Supply
No demand	Unawareness, Ignorance	Mismatch zone 1
Demand	Mismatch zone 2	Degrees of matching

3. Capacity

- ▶ Collecting data
 - ▶ Processing information
 - ▶ Interpreting
 - ▶ Using
-
- ▶ Atrophying capacity for all societal stakeholders
 - ▶ Reduced funding for 'social sciences'
 - ▶ Preferences for consultants
 - ▶ Uncertain data clouds

4. Tensions

Tension between:

- ▶ Logic of consequences

 - context-input-activities-output-outcome-trust-context

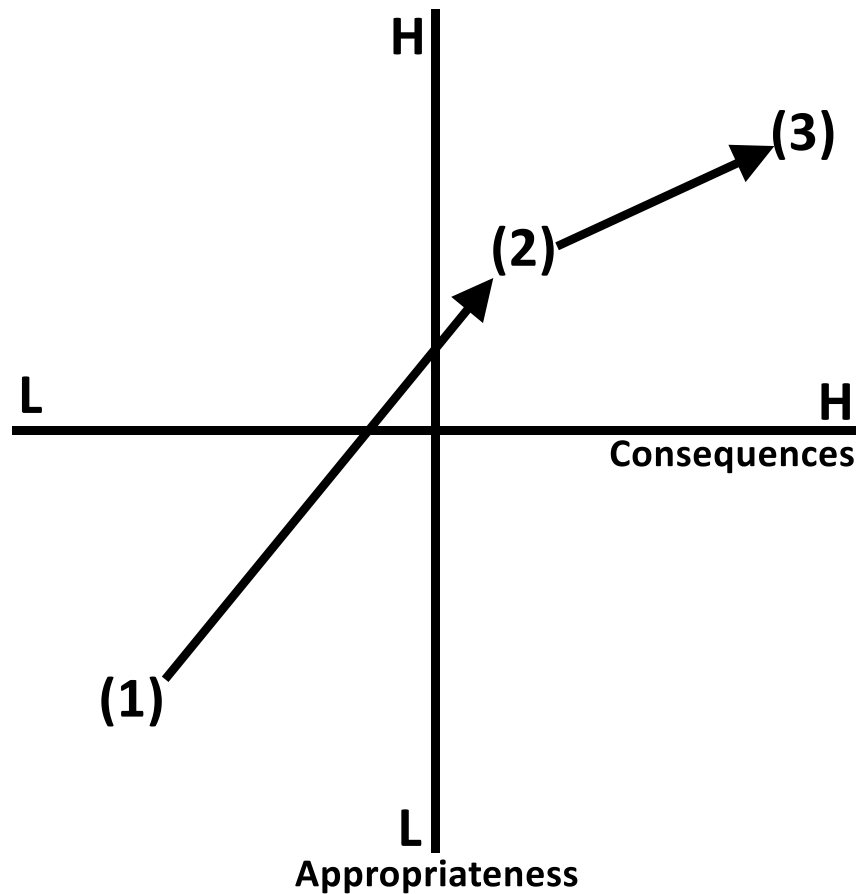
- ▶ Logic of appropriateness

 - individual (e.g. conflicts of interest)

 - organisational (e.g. codes of conduct)

 - policy (e.g. inclusion)

4. Tensions



5. Distrust

- ▶ (Dis)Trust 1: society in public sector
- ▶ (Dis)Trust 2: public sector in society
- ▶ (Dis)Trust 3: within the public sphere

5. Distrust

- ▶ Distrusting data

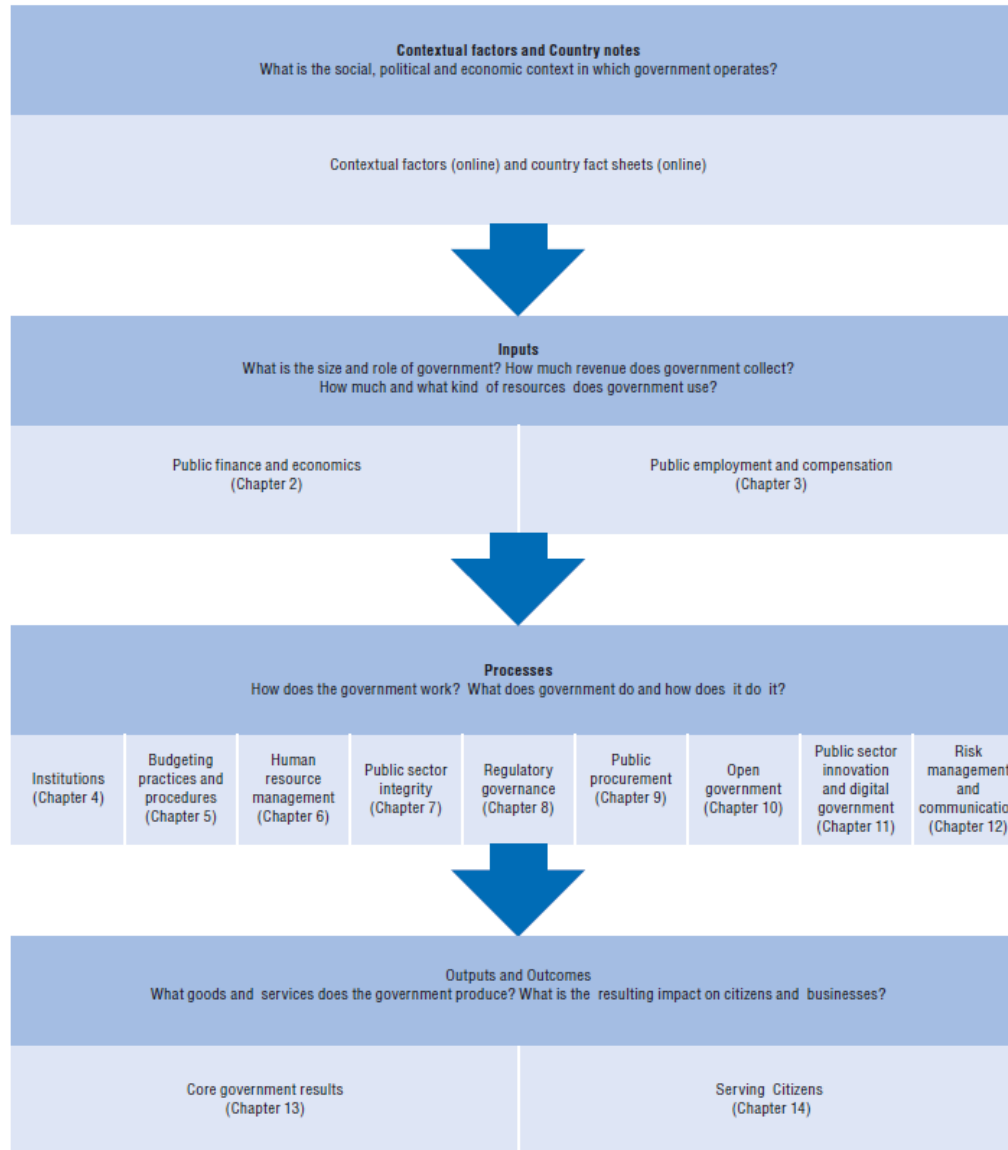


6. Institutional arrangements in Belgium

- ▶ Federal vs. Regional
- ▶ Political vs. Administrative
- ▶ Lack of (international) mobility

Government at a Glance

Figure 0.1. Conceptual framework for Government at a Glance 2017



SBV-project “Overheden in Vlaanderen in beeld”

- ▶ Analogie met de OESO-publicaties “Government at a Glance”
 - Richtinggevende analyses, kritische reflecties en concrete voorstellen bij actuele beleids- en bestuursuitdagingen
 - ‘Dashboard’ van verschillende bestuurlijke kernthema’s en bijhorende indicatoren, goede praktijken, benchmarks, enz.
 - Logica van de gevolgen + logica van passend bestuur
- ▶ “Flanders at a Glance”

SBV-project “Overheden in Vlaanderen in beeld”

- ▶ Inventaris van beschikbare én niet-beschikbare data voor Vlaanderen
- ▶ Regionale zichtbaarheid en aanwezigheid van Vlaanderen binnen de OESO
- ▶ Eindrapport = verwijzingsbron i.k.v. onderbouwing van hervormingsstrategieën, nieuwe beleidsinitiatieven, volgende regeerakkoorden, enz.

SBV-project “Overheden in Vlaanderen in beeld”

- ▶ Horizontaal project, d.m.v. samenwerking binnen het SBV-consortium
- ▶ Praktisch: fasering
 - Fase 1: Identificatie en afbakening van thema's
 - Fase 2: Desk research
 - Fase 3: Analyse secundaire data (in vergelijkend perspectief, met tijdsdimensie)
 - Fase 4: Rapportering en oplevering
- ▶ Timing: januari – december 2018

Contact

KU Leuven Public Governance Institute
Parkstraat 45 bus 3609, B-3000 Leuven, Belgium

www.publicgov.eu

International Institute of Administrative Sciences (IIAS)
Handelsstraat 96, C, 6th floor, B-1040 Brussels, Belgium

www.iias-iisa.org