



**First International Symposium of
UNESCO Chairs in Anticipatory Systems,
Futures Studies and Futures Literacy**

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Department of Sociology and Social Research

Via Verdi 26, 38122 Trento - Kessler Room



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Good Governance for the Future

Drazen Maravic



NATIONAL ACADEMY
FOR PUBLIC ADMINISTRATION



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**I'M FROM THE
GOVERNMENT AND
I'M HERE TO HELP**



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NATIONAL ACADEMY FOR PUBLIC ADMINISTRATION

Central training institution ensuring the organizational capacity of PA and competence of civil service to provide a high quality and efficient service delivery that will satisfied the needs of the economy and citizens.

Functions:

Training Needs Assessment, Curriculum development

Accreditation of trainers and programmes

Trainings, seminars, workshops, e-learning, mentoring, coaching

Knowledge management, research and analysis, innovation lab

Partnerships with PA bodies, Academia, business and NGOs

International cooperation



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CAPACITY DEVELOPMENT

Process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs well.

Capacity building in governments often involves providing the tools to help them best fulfil their responsibilities – to enable good governance.

Developing a government's capacity whether at the local, regional or national level will allow for better governance that can lead to sustainable development/better future.

Must encourage participation by all stakeholders involved, and for assessing pre-existing PA capacities.

Values 'best fit' for the context over 'best practice'; as one size does not fit all.

Why nation fails? Good institutions-Institutional capacity

CAPACITY DEVELOPMENT

Capacity development activities must bring **transformation** that is generated and **sustained** over time **from within**. Transformation of this kind goes beyond performing tasks; instead, it is more a matter of **changing mindsets and attitudes**.

Capacity development takes place on:

Individual level – establishment of conditions that will allow individuals to engage in the process of learning and adapting to change.

Institutional level – modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management and revenue control.

Societal level – interactive public administration that learns equally from its actions and from feedback it receives from the population.

DRIVERS OF CHANGE

READY

the perception of the need for change, how much (or little) support the change is likely to get from stakeholders, what the driving and blocking forces might be to achieving project success, and leaderships ability to manage the change.

WILLING

Once people are ready for the change doesn't mean they will use the new system or way of working. Unless they're **willing**. Willingness has outcomes in utilization. That is the degree people use the new system or ways of working.

ABLE

Skills and knowledge required to the job are more than a training session and a handout. It also involves ensuring people reach a level of skill that brings the benefits. The surrounding organisational capability must also support the new ways of working.



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GOVERNING FOR THE FUTURE

How to bring the long-term into short-term political focus?

Warren Buffet: „when human politicians choose between the next election and the next generation, it’s clear what usually happens“.

Al Gore: „**the future whispers while the present shouts**“.

„The politics of public policy is at once a struggle over who gets what and a struggle over when. In designing state action, governments face choices not just about the cross-sectional incidence of gains and losses, but also about **how the benefits and burdens of policy should be allocated over time.**“ - Alan Jacobs, *Governing for the Long Term: Democracy and the Politics of Investment*



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GOVERNING HUMAN CONDITION

Various deeply rooted behavioural characteristics and dispositions affect individuals in their many and varied roles, including as decision-makers:

High private discount rates, myopia, pure impatience, delay, irrational enthusiasm, misguided optimism

Solving many problems and generating long-term improvements requires short-term (economic) sacrifices; delayed gratification

Narrow self-interest - unwillingness to contribute to the collective effort required to secure certain long-term gains (free-riding)

Analytical limitations...of individuals and organizations (Time scarcity and limited mental energy), biases in judgement and assessment of risks, undervaluing of long-term risks, underestimating future benefits, cognitive bias in favour of the status

Unjustified faith in technological breakthroughs and 'solutions'

GOVERNING FOR THE FUTURE

How democratic societies can **shape**, **'weave'** or **'navigate'** the future in desirable directions (Dror, 2003), implement coherent and sustained efforts to address long-term challenges (Lempert, 2007a), minimize foreseeable, yet avoidable, damages, and prepare for the unexpected – such as 'wild cards' (Fukuyama, 2007) and 'black swan' events (Taleb, 2007).

Different time horizons - **centuries** (climate change), **generations** (early development and education of children from deprived backgrounds), **decades** (renewable energy)...

Highly **complex** problems require a never-ending series of efforts to address and even if complete and durable solutions can be found, new and equally difficult problems are constantly emerging (be open for emerging strategies).

The problem **manifests** itself in numerous discrete policy contexts (fiscal management, infrastructure, environment, urban planning, health care, demographic change...

Should the focus be on interests, needs, rights or well-being? Stability, freedom or sustainability?

GOVERNING FOR THE FUTURE

Our first reaction is to ask: “**how** do I solve this problem.”
Instead, we should ask “(with) **who**.”

The development of a **highly participatory culture** with the inclusion of citizens in co-creation and co-design of policies could increase the legitimacy and efficiency of the government and consequently contribute positively to our democratic societies.

Futures literacy together with **cyber** and **data literacy** and the promotion of **creative and critical thinking** are needed to be able to face different future challenges in society.

Central training institutions play a vital role for new spirit/long term orientation of public Administration!

We need to build futures literacy in training curriculum of our public administrations.

GOVERNING FOR THE FUTURE

Probably best to focus efforts on:

- clear procedural and substantive policy rules to guide and constrain decision-makers (e.g. to ensure fiscal, environmental and social sustainability)
- stronger **institutional voices** for the future (at multiple governmental levels)
- more effective **guardianship bodies** (with strong analytical and advocacy roles)
- more **holistic analytical frameworks** for assessing policy options and measuring performance
- a more **favourable enabling environment** (re. the practices and values of the private sector and civil society)

GOVERNING FOR THE FUTURE

Changing **who** makes important decisions (e.g. by shifting/sharing decision rights from elected officials to others – either supranational bodies or independent experts, establish institutions with specific long-term analytical and advisory responsibilities, e.g. Parliamentary Committee for the Future)

Imposing formal **constraints** (e.g. constitutional/legal) on decision-makers (constraining)

Changing the political **incentives** and policy pay-off structures within which decision-makers operate (rebalancing) (e.g. by changing voter preferences, balance of interests, nature of political accountability, etc.)

Enhancing the **capacity** to make farsighted decisions (e.g. via new and better information, better policy analysis, foresight initiatives and techniques, etc.)

These broad categories are not mutually exclusive!



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GOVERNING FOR THE FUTURE

Governing for the future is certain to be harder than governing for today (**which is hard enough**), but governing well for today is likely (**in most instances**) to be good for the future too!

Thank you!



baby steps...
to big dreams.