

CEPA Meeting 4-8 April, Session 1:

Public Governance for Results: conceptual and operational framework

Presentation by Professor Meredith Edwards:

Governance Challenges for a results-oriented public administration

The new governance environment facing public administration systems today is characterised by increased complexity and unpredictability, high degrees of interdependence with a more networked society and hence greater dispersions of power from inside to outside of government. This presentation addresses the resulting governance problem of increasing tensions between the vertical and horizontal aspects of public administration and, related, a mismatch between many current issues facing public administrations today and the institutions that are used to resolve them. The presentation elaborates on some of the challenges arising for public administrators in the new governance environment such as the need for strong as well as networked leadership; the managing of accountabilities outward as well as upward; dealing with cross-boundary relationships; and ensuring appropriate relational as well as management capabilities. The presentation ends with some suggestions for next steps, including some guiding principles and the importance of moving from 'knowing' to 'doing'.