



NS6

A New Synthesis of Public Administration

Achieving Public Results: Societal and Civic The New Synthesis Project

Canada Roundtable Report
Ottawa, May 4-5, 2010

Edited by the Honourable Jocelyne Bourgon, O.C.



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A MESSAGE FROM THE PROJECT LEADER

The *New Synthesis Project* is dedicated to supporting practitioners, both elected and professional, who are called upon to face the challenge of serving in the 21st century. The project is supported by a collaborative international research network – the NS6 – that draws on the collective knowledge and experience of senior public officials, researchers and scholars from six countries and 26 organizations.

Over the course of 2010, the NS6 Network will be exploring the frontiers of public administration.

The network aims to develop a new synthesis of public administration that will integrate past principles of enduring value into the new reality of practice. Contemporary governance entails dealing with an increasing number of complex issues. It means serving in an expanded public space where an expanded range of possibilities are open to government. Above all, it entails a different relationship with citizens as value creators. The active contribution of citizens is essential to achieving an increasing number of public policy results.

The roundtables have become focal points for the research process and opportunities to explore and refine the elements of the New Synthesis framework. At the first roundtable in the Netherlands in March, participants learned more about emergent phenomena; discussed the role of government to build the resilience of society; and explored how public institutions that contribute to stability and predictability may also be used to encourage exploration, experimentation and innovation.

The journey of exploration continued in Ottawa on May 4-5, 2010 at a roundtable focussed on the core business of government: achieving public results. Informed by powerful presentations and case studies, participants explored what new capacities and transformations are necessary to achieve better civic and societal results. Most public results exceed the capacity of any one agency working alone—they require the active contribution of multiple sectors and multiple agents. Moreover, government must pursue public policy results in a manner that builds social capital, civic spirit and the collective capacity to achieve better public results over time.

The roundtable discussions have been a rewarding and humbling experience because of the wealth of knowledge and experience that participants are bringing to the table. The knowledge from each roundtable is informing the discussions at the following one. This is a promising sign that the research process is well on its way towards a robust and tested set of ideas that will contribute to preparing public servants to serve in the 21st century.



The Honourable Jocelyne Bourgon, P.C., O.C.
President of Public Governance International, President
Emeritus of the Canada School of Public Service, and
NS6 Project Leader

A MESSAGE FROM THE HOST OF THE ROUNDTABLE

What do a Yellow Ribbon Campaign for prisoners in Singapore, a homelessness initiative in Canada, a family bursary in Brazil, and a new financial agreement in Australia have in common? They are all instructive examples that are serving to evolve our thinking and practice in public administration. They help to illustrate what current research and practice tell us about what we as individuals, communities, and more specifically as governments, public institutions and public servants could be doing differently to co-create and steward the kinds of societies that matter most to us, and to make progress on intractable problems – the kinds of problems that are so complex, we never seem able to solve. Together with the research presented, these and other examples of innovation became touchstones for change and transformation during the two-day New Synthesis Canada Roundtable held in Ottawa on May 4-5, 2010.

At the Canada School of Public Service we see first hand the impact of today's complex world on practitioners as they strive to gain the capacity needed to deliver on the results that matter most to government and society. Over the past 10 years in Canada we have seen our share of reform, renewal, crisis, set-backs and breakthroughs. Practitioners come to the School to help cope with and make sense of this ever-shifting and increasingly complex landscape and ensure they have the knowledge, skills and competencies they need to do their jobs effectively. The School supports these practitioners through the delivery of leading-edge and innovative learning opportunities that are enriched and informed by the study and research into the theory and practice of public administration.

Led by the Honourable Jocelyne Bourgon, the President Emeritus of the School, the New Synthesis Project is an important opportunity for inspiring future public sector practice and learning designed to help practitioners face the challenges of public service in the 21st Century. We welcome this opportunity to establish and strengthen national and international networks of academics, practitioners and partner organizations as a basis for ongoing collaboration and research related to the future of the public service. We also would like to thank the members of the New Synthesis Canada Partnership and the Canadian Advisory Committee who have provided such expert advice and support throughout the project.

The School was delighted to host the New Synthesis Canada Roundtable on the topic of "Public Results: Societal and Civic". In this report we share with you the collective learning that was enabled through presentations, case studies and discussion on the topic of achieving public results and related barriers. We would like to thank the academics and senior practitioners who participated in the roundtable for contributing to its success. Our Roundtable Chair, Professor Peter Aucoin and Co-Chair, Mme Jocelyne Bourgon, deserve special mention – we are very grateful for your support. Thank you also to Mr. Kofi Kobia (Project Leader's Team) and Ms. Jenifer Graves (Canada Country Partner Team) for their contribution to this roundtable report.

We hope you will find the collective learning found in this report as beneficial as we have in furthering our understanding of new synthesis ideas and practices.

Gordon Owen,
New Synthesis Canada Country Coordinator
Director General, Partnerships and Best Practices
Canada School of Public Service

ACKNOWLEDGEMENTS

This roundtable report would not have been possible without the involvement of many individuals. The following people contributed to the Canada Roundtable, 4-5 May 2010, and made this report possible.

The Chair and Co-Chair

- Peter Aucoin
- Jocelyne Bourgon

The Roundtable Delegates

- Maria Rita Garcia Loureiro Durand
- Francisco Gaetani
- Zoe Gruhn
- Frederico Guanais
- June Gwee
- David Halpern
- Linda Kendell
- Tobias Kwakkelstein
- Bart Litjens
- Aaron Maniam
- Jessica McDonald
- Gordon Owen
- Sue Richards
- Evelien Tonkens
- Bernard Toh
- Neil Yeates

The Presenters/ Speakers

- Frederico Guanais
- Andrew Graham
- Koh Tong Hai
- John Halligan
- John Helliwell
- Thomas Homer-Dixon
- Mike Joyce
- Linda Kendell
- Don Lenihan

The Rapporteurs

- Jenifer Graves
- Kofi Kobia
- Peter Milley
- Marie Sassine

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- Jocelyne Comeau
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THE NS6 PROJECT

The *New Synthesis Project* is dedicated to advancing the study and practice of public administration. It is supported by a collaborative network from six countries – Australia, Brazil, Canada, the Netherlands, Singapore and the United Kingdom.

The Project is exploring what *is* different about serving in the 21st century; what is new and what is of enduring value; how does this transform the role of government going forward? What new systems, skills and capacities will governments need to live up to citizens' expectations and face the challenges of their time?

This work is dedicated to *public administration practitioners* who are called upon to make decisions and take actions in an era that is more difficult and demanding than ever. The purpose is to provide them with a *narrative* supported by *powerful examples* that will help them face the challenges of serving in the 21st century.

While the task is daunting, a range of important new ideas and concepts exists that are relevant to the role of government in the future. Some of them can be found within fields traditionally associated with public administration, such as political science, law, administrative and management sciences, and organizational behaviour. However, many new ideas about complexity, networks, resilience, adaptive systems and collective intelligence from other domains are opening up promising new avenues.

While the goals of the *New Synthesis Project* may be ambitious, the partner countries and their research associates are united in the belief that the potential value of the project is well worth the effort.

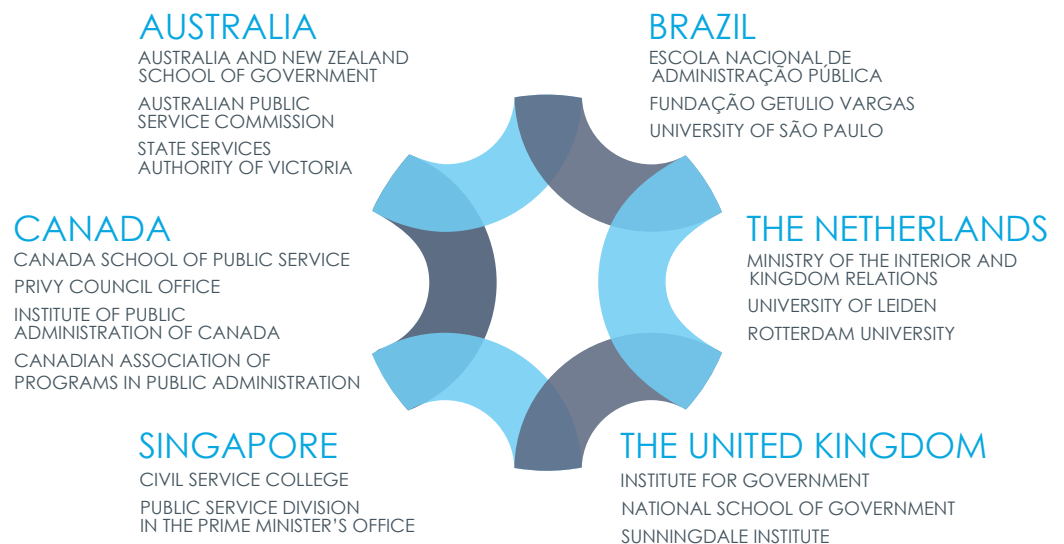
THE NS6 NETWORK

In an effort to bridge the gap between academics and practitioners, the *New Synthesis Project* draws on the collective knowledge and experience of senior public officials, researchers and scholars through a collaborative network of 24 organizations from six countries, known as the NS6 Network.

The NS6 Network was created by a group of volunteers from the world of practice and academe who were willing to dedicate time and effort to develop a strong narrative supported by powerful examples to help public administration practitioners face the challenges of serving in the 21st century.

While the institutions and individuals forming the Network hail from different countries, different political systems and different historical, economic and cultural contexts, all share the view that public administration as a practice and discipline is not yet aligned with the challenges of serving in the 21st century. They also share a common understanding of the importance of the role of public institutions for society to prosper and adapt in the context of our global economy, networked society and fragile biosphere.

The NS6 Network



A project led by JOCELYNE BOURGON with the support of

GOVERNMENT OF CANADA CENTER FOR INTERNATIONAL GOVERNANCE INNOVATION (CIGI)
CISCO SYSTEMS UNIVERSITY OF WATERLOO PGI (PUBLIC GOVERNANCE INTERNATIONAL)

THE INTERNATIONAL ROUNDTABLE SERIES

Throughout 2010, the focus of the partners in the NS6 network is on deepening, enriching and continuing to debate the “new synthesis”. This will be pursued through three main strategies:

- a program of research, including case studies;
- a series of international roundtables; and
- ongoing dialogue and deliberation.

The roundtables are a place for the full expression of international collaboration. They are designed to give substantive and practical shape to a new synthesis of public administration.

Five of the participating countries will host one of these events, with The Netherlands having had the honour and challenge of hosting the first one.

Through the roundtables, renowned experts and leading senior practitioners from different parts of the world come together in a “safe space” that fosters free exchange and co-creation. Their central task is to explore, debate, and validate the main themes, propositions and ideas in a “new synthesis” of public administration. In doing so, they are expected to draw on their own expertise and experiences, and on the research findings and case studies that have been developed in the NS6 project. Ultimately, the goal is for roundtable participants to give substantive, practical shape to an up-to-date frame of reference for public administrators in the 21st century.

The roundtables will be a disciplined journey of discovery and co-creation. They have been sequenced thematically so the knowledge stemming from them is cumulative. A report, such as this one, is being produced from each event and made available in time for participants to prepare for the next one. As a result, they examine in a systematic way the key issues and questions that are central to the *New Synthesis Project*.

SCHEDULE OF ROUNDTABLES

Subject	Location	Date
An Expanded Public Space: Emergence and Resilience	The Hague	March 24-26, 2010
Achieving Public Results: Societal and Civic	Ottawa	May 4-5, 2010
Governance in the 21st Century: A Collective Enterprise	Rio de Janeiro	July 13-14, 2010
Serving Beyond the Predictable	Singapore	September 21-22, 2010
A Public Sector Reform and Renewal Agenda for the 21st Century	London	November 16-18, 2010

FOCUS OF THE CANADA ROUNDTABLE

The *New Synthesis Project* is supported by an international collaborative research network (NS6) dedicated to exploring the new frontiers of public administration. In addition to ongoing research, the NS6 is holding a series of roundtables to explore its findings.

The second in a series of five international roundtables took place on May 4-5th 2010, in Ottawa, Canada. The roundtable explored ways in which government can shift from micro-level results to system-wide and societal results including economic prosperity, wellness, life satisfaction and intergenerational fairness. It also explained what has been learned in practice that can support this shift.

The roundtable examined current research, experience and practice on when and how to engage citizens and communities to improve public results. It looked at the trade-offs involved and principles that may help support practitioners' actions in regards to citizen and community engagement.

It addressed impediments to achieving better public results and the possible transformations required. This includes ways to disentangle control regimes from performance management regimes and the means of creating systems of shared accountability for system-wide and societal results to help shape a public policy agenda that can be widely accepted and pursued.

It also explored how traditional thinking and institutional practices that maintain a rigid separation between professional public servants and elected/political officials may be revised to bring them into a mutual learning cycle to improve public results.

IN SUMMARY

1. **A focus on societal and civic results enables public organizations to achieve results of increasing public value.** Agencies that position their activities in relation to the broader context create opportunities to achieve results that may not have been possible otherwise. Civic results contribute to life satisfaction and well-being. Societal results can not be achieved by government working alone. They can not be imposed from the top down. They require collaboration. The Singapore Prison Service (SPS) case is an excellent illustration of the potential benefits of a shift in focus from agency results to societal results and of enrolling the contributions of families, communities and society.

2. **The challenges of the 21st century necessitate greater collaboration within government and between government and the public.** Citizens are more than clients and recipients of services. Many public policy results can only be accomplished by government and society working together.

Examples such as the Homelessness Partnership Strategy (HPS) demonstrate the need for multiple actors to work together to frame the issue, shape viable solutions and ensure a sustained commitment to achieve the desired outcome. The labour mobility/ foreign qualification recognition case demonstrates that in some instances, a critical step towards a meaningful solution is the development

of a shared framework that facilitates collaboration.

3. According to research in the field of societal well-being, active participation has an intrinsic and instrumental value. It increases trust among people and institutions and contributes to societal well-being. In fact, working and acting with others contributes to wellness, life satisfaction and improve democratic life.

4. Serving in an expanded public space requires government to play diverse roles including facilitator, enabler and mediator. Cases such as the HPS and the SPS highlight the ability of government to bring relevant parties together and enable a comprehensive response to a multi-faceted problem.

5. Control mechanisms rooted in distrust breed distrust, impose significant costs on society and increase the likelihood of errors. The Bolsa Familia case is an example of a situation where reducing conditionality and departmental control made program oversight more manageable and improved results. While compliance with laws, rules and due process is essential, an excessive reliance on control mechanisms hinders experimentation and innovation and is not conducive to interagency collaboration.

6. Institutional fear of failure and risk aversion stifles innovation. No organization, private or public, can guarantee error-free performance. Government must learn to fail small and fail safely. Experimentation and pilot testing accelerate learning, reduce the risks of significant failure and contribute to a more innovative society.

1. INTRODUCTION

The Canadian Roundtable brought together senior policy makers, practitioners, researchers and scholars to discuss the theme of Public Results, Societal and Civic. The meeting was chaired by distinguished academic Professor Peter Aucoin, and co-chaired by the project leader, the Honourable Jocelyne Bourgon.

Senior practitioners, scholars and researchers from the six countries participating in the NS6 project joined in the discussion (see Annex A for names and affiliations of participants).

The event was organized as follows:

- Participants were given background materials to review in advance;
- The first day was dedicated to exploring the subthemes of societal results and civic results;
- The second day explored barriers to the achievement of public results, namely entangled systems of compliance and performance, and the absence of a system of shared accountability for shared results;
- Scholars, researchers and expert-practitioners provided their perspectives on what improving public results entails in both theoretical and practical terms;
- Experts presented the results of case study research that related to the topics;
- All participants engaged in a moderated, lively and frank conversation governed by Chatham House Rules;
- The conversation continued over lunch and dinner in a less structured format;
- The final afternoon was spent in a facilitated discussion to derive guidance for practitioners stemming from the roundtable.

2. DAY ONE: ACHIEVING SOCIETAL AND CIVIC RESULTS

2.1 INTRODUCTORY REMARKS

In his introductory address, the Chair, Professor Aucoin, explained that the purpose of the roundtable was to explore the theme of achieving public results that matter most to society and the importance of engagement across and outside government. Roundtable participants were encouraged to pursue the objectives of exploring the role of government in society, developing practical guidelines for use by practitioners, and identifying gaps in the current research for further study.

The Project Leader, Mme Bourgon, expressed her expectations of the *New Synthesis Project*. In essence, the *New Synthesis Project* is pursuing the development of an enabling framework which integrates past conventions and emerging realities of practice to help practitioners address the challenges of their time. The goal of the New Synthesis is to support the work of those who face the challenge of serving in the 21st century. The initiative reflects an appreciation for and commitment to public servants whose role is more difficult and demanding than ever.

Mme Bourgon argued that the contemporary governance landscape is characterized by an increasing number of complex issues. This landscape is marked by a high degree of interdependence, economic uncertainty, networked society, broad dispersion of power and unpredictability. Many public results are beyond the direct and exclusive reach of government or any other actors. They require new forms of governance which incorporate the contributions and active participation of multiple actors to achieve results with citizens. She concluded by saying that,

“When public results are seen as a collective enterprise involving people, their families, their communities and society as a whole, governments enjoy an expanding range of options to achieve results in the expanded public space of modern society.”

2.2 CASE STUDIES

The roundtable discussions began with an exploration of three case studies. These studies, from Canada and Singapore, were intended to illustrate how public results were achieved in complex situations, and how new forms of collaboration created an expanded space to achieve results of higher value. The three studies presented at the roundtable had in common a number of elements that were critical to their success:

A number of ideas resonated with the participants:

1. The focus went beyond agency results to societal results;
2. They reached beyond government circles and brought together players not traditionally involved in such issues;
3. The role of government was one of enabler or facilitator.

2.2.1 The Homelessness Partnering Strategy

Homelessness is a problem with varied origins that requires multiple and varied responses. It is a complex societal problem involving issues of health, mental health, drugs, criminality, race and economics. While existing at a societal level, the majority of activities and services to address homelessness must be provided at the local and community levels.

The case study analysed the Canadian federal government response to homelessness as expressed through the Homelessness Partnership Strategy (HPS). In essence, the federal role moved from direct program funding, to one of leader-

ship and leveraging opportunity. The HPS is a model of indirect service delivery that enables a level of local variance uncommon to federal programming. It operates at a community level and helps communities organize, build capacity and fund their expressed objectives.

The HPS is notable in part because it brought players to the table who would not conventionally be involved in such an initiative. It also made use of pre-existing collective community wisdom, and provides a model for how government can work with stakeholders to tackle a problem in its local peculiarities. The continuation, survival and extension of the program, despite two government changes and a detailed review, are a testament to the success of the strategy. However, establishing a broader linkage to the reduction of homelessness in Canada has been tentative.

The key findings from the case study included the following:

- The HPS is based on the principle that one size does not fit all. It enables diverse communities to organize and respond in varying ways specific to their unique context. The approach recognized the power of community, focused on capacity building at the community level and provided incentives for bringing partners to the table capable of leveraging and connecting related initiatives along the value chain of results.
- It is difficult to achieve, monitor and attribute results for a complex issue like homelessness, particularly when the actions are customized at the local level and involve multiple parties trying to address the issue from different perspectives such as mental health, poverty, housing and criminal justice. The HPS currently measures the results supported by federal government funding rather than following the chain of activities among actors leading to the broader societal outcomes.
- The lack of alignment between traditional systems of accountability and the demands of a horizontal initiative involving multiple partners and stakeholders imposed high time and resource costs on participants.

2.2.2 Labour Mobility /Foreign Qualifications Recognition

The Labour Mobility/Foreign Qualifications Recognition (FQR) case study is about the collaborative efforts of multiple levels of government and other regulatory organizations to facilitate labour mobility and ensure immigrants who have been trained abroad can practice their profession in Canada. To move forward on these issues, the federal, provincial and territorial governments and the some 500 organizations who regulate a wide range of professions from nurses to engineers, first had to construct systems of shared ownership and responsibility.

The case study first explored recent efforts to address labour mobility through the establishment of the Agreement on Internal Trade and how ongoing dialogue and collaboration among multiple levels of government and the organizations that regulate professions led to big breakthroughs in labour mobility across Canada. The case then went on to explore how the *Pan-Canadian Framework for the Assessment and Recognition of Qualifications* was established by building on the success of the approach used to address labour mobility. The framework sets out a shared vision, guiding principles and desired outcomes for

improving the assessment and recognition of foreign qualifications in Canada. Human Resources and Skills Development Canada (HRSDC) was responsible for the federal role of engaging the 13 jurisdictions and their regulators. The federal government played the role of facilitator/enabler and sought to build effective working relationships with stakeholders.

The key findings from the case study included the following:

- Collaboration and building the trust necessary to make processes involving multiple partners work is an essential condition of success;
- A bottom-up approach which enabled all stakeholders to have a meaningful say in defining the solutions and a clear commitment to a common goal proved necessary to achieve the desired result;
- The most important result was the creation of a platform for cooperation that allowed new ways of collaboration. The result was not so much a specific policy response to a problem, but an approach that encourages adaptive relationships and emergent solutions;
- A shift in focus from compliance to outcomes – or from trying to control training requirements for different professions to ensuring people have the competencies to perform the work – enabled real progress to be made on the issue of labour mobility.

2.2.3 The Story of the Singapore Prison Service

The Singapore Prison Service underwent a radical transformation from an agency plagued by overcrowded prisons, high staff turnover, low employee morale and poor public perception, to a leading edge and award-winning public service agency. The genesis of this transformation was a new focus on the societal result of steering ex-offenders “towards becoming responsible citizens with the help of their families and the community.”

This vision was crafted with the help of over 800 staff across ranks and strategic partners from the ministry of home affairs and voluntary welfare organizations, using a variety of means including retreats, facilitated dialogues and on-line intranet forums.

Once established, it became clear that internal structures and resources alone would not be sufficient to achieve the desired outcomes. It necessitated engagement with the community to create a system of reintegration with a strong emphasis on family and societal support. The multi-dimensional engagement initiative included: a media campaign to improve the public perception of ex-offenders; a networked governance structure to oversee the coordination of aftercare services; and an annual public education effort aimed at creating awareness of giving second chances and inspiring community action.

The SPS has seen dramatic improvements including a decline in recidivism from 44.4% in 1998 to 26.5% in 2007, 1800 employers have hired ex offenders, and 1400 volunteers have served in counselling and development activities for inmates.

Key findings from the case study included:

- The expanded possibilities when a policy problem is framed positively and at the societal level;
- The diversity of roles played by government, as law enforcer, but also as leader, facilitator and enabler of change;
- The positive impact when government includes other stakeholders and members of society.

Summary of Discussion

Participants found the case studies to be a compelling demonstration of how a focus on societal results leads to different approaches, but also gives rise to new difficulties. Several critical success factors and notable features of the cases that contributed to the achievement of societal results were identified during the ensuing discussion:

- The need for new forms of political leadership for working out solutions at the community level and to relate to the media in situations where government is exploring new and uncharted territory;
- The need to prepare public servants for an expanded role, including creating and providing a public and collaborative platform for communities to solve problems;
- The power of community to affect change;
- The need to harmonize the reporting requirements of various agencies contributing to a collective effort.

Officials involved in these case studies demonstrated new forms of **leadership**. They were capable of breaking down barriers and advancing results through building collaboration and trust, changing mindsets and enabling shared decision-making.

A few of the factors above became recurring themes throughout the two-day sessions. In particular, they set the stage for a discussion on public policy and well-being, and the role that innovation, collaboration and experimentation play in improving societal results.

2.3 ACHIEVING RESULTS OF HIGH PUBLIC VALUE: WELLNESS AS A PROXY OF SOCIETAL RESULTS

John Helliwell gave an important presentation that helped participants connect the most recent findings from the science of well-being to the arena of public policy. He presented a number of propositions to aid practitioners apply well-being to policy making:

“Positive trumps negative” Studies have shown a relationship between a positive view of life and a healthy society. Positivity has a far greater impact than the mere absence of negativity. This is in opposition to the conventional approach in many areas including justice, medicine, and psychology where the dominant paradigm is to “fix problems” that have already emerged. To promote societal well-being, public policy should not be limited to responses to problems; it should focus on constructing a society in which people have an elevated view of what they can accomplish together.

“Social trumps material” Individuals are inherently relational and social capital contributes more to societal well-being than material prosperity. This directly supports the use of collaborative networks and citizen engagement in public policy. For example, one study found that enabling individuals to have a collective say in organizing non-critical areas of their lives resulted in a positive impact on their self-assessed quality of life.

“Generosity pays” Contrary to popular perception, people are not self-interested and individualistic. This warrants a reassessment of the motivation model that relies on personal incentives. To achieve higher well-being, policy makers should organize public services in such a way that helping others is built into the fabric of the service delivery system. The Singapore Prison case study was referenced as a prime example of the benefits accrued when individuals and communities are encouraged to help one another and to participate.

Measurement, experimentation and innovation were presented as important elements of a government focus on societal results and well-being:

- Economic indicators are insufficient measures of quality of life. Government needs to engage in consistent **measurement of well-being** by including measures of life satisfaction in national statistical agency surveys. This would help to change the political discourse around societal results and transform the “I” of government into the “we” of collective action.
- Government must support and document low-level, bottom-up **experimentation** involving policy approaches that foster well-being and trust. Trust is an important factor in life satisfaction and experimentation. Studies show that people undervalue the trustworthiness of others. In this kind of environment, it is often difficult to introduce experimental initiatives that promote well-being. In the government context, the accountability measures put in place to combat malfeasance and increase transparency and public trust often have the opposite effect, creating an environment where people are not willing to experiment for fear of failure.
- Government must seek **innovation**. Innovation and experimentation go hand in hand – one cannot be achieved without the other. These experiments need to be anarchic and unleash citizens’ creativity to develop new methods of collaboration. We must learn to experiment at the lowest possible levels to minimize the risks associated with innovation. We must learn to cherish failures and failed experiments to the extent that they accelerate the collective learning necessary to successfully innovate. To truly learn from experiments, they need to be measured and reported.

Helliwell concluded with some points on how to gain traction on the achievement of societal results.

- Policy makers must encourage early interventions before there is a problem that needs solving;

- It is cheaper and more effective to let people act on their own behalf. Policy makers should not just see citizens as clients and recipients of services;
- Policy makers must incorporate collaboration and engagement into social policy design.

The potential rewards are enormous, as individuals are much happier when they have an opportunity to work together towards solutions. This reinforces a positive feedback loop of increasing trust, positivity and social well-being.

Summary of Discussion

There was strong support among roundtable participants for the core ideas expressed in the presentation. Delegates concluded that a focus on well-being may result in concrete and tangible improvements that make for a healthier, safer and more collaborative society. A number of contributions were made that expanded on the principles mentioned above:

- Government tends to focus on policy problems and responds to “public bads”, rather than asking citizens what is working well or framing issues through a positive lens.
- Measures of well-being are deeply democratic. They involve asking citizens about their life satisfaction, about social well-being as well as their satisfaction with public sector organizations and public services. These measures provide a very different perspective than efficiency measurement.
- Measurement of life satisfaction helps policy makers to compare and distinguish between priorities and enables a form of weighting among options based on what is really important to people, for example social rather than material dimensions of life.
- Several determinants of well-being are not under individual control. They can only be achieved by working together.
- Citizen engagement is a two-way street. It does not entail government devolving their responsibilities to the citizenry, rather it involves a shared arrangement in which parties take responsibility for what is within their sphere of influence.
- More attention needs to be paid to relational variables. An important aspect of well-being is rooted outside of the paid economy and within social contexts. Healthy relationships at the family, neighbourhood, community and national level are important to people.
- Across departments, public servants have a common desire to make a contribution, experience a sense of accomplishment and have a positive impact on society. Therefore, framing policy positively and linking it to societal wide goals offers real benefits.
- An example was shared of a public service context in which services and programs were tested against documented universal needs of belonging, altruism, mastery and independence. The result was a significant shift in employee engagement and system-wide policy and program improvements.

- Change takes place through experimentation, but in order to take root it must not only come from the top-down; societal goals require collaboration. Ideas must percolate from the bottom-up, be shaped from the top-down and be scalable to other locales.
- The significance of learning from failure within the process of experimentation and innovation resonated strongly among the delegates. The network will attempt to identify specific cases of learning from failure.

Certain issues regarding trust, hope and public perception generated significant exchanges between roundtable participants:

Delegates identified multiple [layers of trust](#) operating in the public sphere. These consisted of trust within government, trust between citizens and government, and trust between citizens. There was no clear consensus among delegates as to whether building trust inside and outside the public service had to be built simultaneously, or if internal trust creates the foundation for the public to trust the civil service.

The relationship between [trust and control mechanisms](#) was also raised. It was observed that government systems are designed assuming low levels of trust and produce a self-fulfilling prophecy, partly because the complicated nature of reporting structures increases the likelihood of errors.

A number of delegates remarked that a [narrative of hope](#) has substantial value for the achievement of public results. People will not evaluate their lives highly if they do not have hope. Narratives of social progress are needed as alternatives to stories of economic growth that do not create hope.

Several delegates noted that there are important gaps between [public perception](#) and reality on many issues. It is the case, for instance, that declining levels of crime have tended to coincide with public perception that the opposite is occurring. This is due to a number of factors including media coverage and exaggeration of negative occurrences. As a result, government feels compelled to react quickly to appease public concerns and respond to media coverage. Further work on the role of media in influencing well-being and life satisfaction may be required.

2.4 PUBLIC ENGAGEMENT AS A CONTRIBUTOR TO PUBLIC RESULTS

Don Lenihan presented a framework for citizen engagement and civic results. He explained that, "Public Engagement is a new way of thinking about how governments, stakeholders, communities and ordinary citizens can work together to achieve societal goals and find and implement solutions to complex problems."

The core idea was that to respond to complex emerging problems and to achieve societal goals, government must enlist the support of the public. Government can operate in many traditional areas without the direct involvement of citizens. However, to solve complex issues, governments need a new generation of public processes to motivate and mobilize the public.

Three types of public involvement processes were described: consultative, deliberative, and public engagement (or collaborative) processes. Each process involves the public to varying degrees and includes the four steps of gathering views on an issue; deliberating on the correct response; taking action to solve it; and evaluation. Evaluation is seen as important to building trust and understanding as well as improving the effectiveness of the process.

The traditional form of public involvement is through a **consultative process**, in which the views of the public are elicited but government alone deliberates and takes action. This form of public engagement is not suited for complex problems. Firstly, by typically pre-framing the issue in the form of a question, the process assumes a common understanding of the problem. This may not only alienate those whose perspectives are not addressed, but it may not get at the real problem. Secondly, it divides the public against itself as advocates for their respective causes. Thirdly, it sends the message that the government is solely responsible for solving the problem, whereas citizens have an important role to play in many complex issues.

In many instances, government has moved beyond a consultative to a **deliberative process**. In such a process, government seeks the views of citizens and encourages public participation in framing the issues, and shaping solutions and strategies. Government then makes the final decision on how to proceed. This approach is an improvement to consultation as it eliminates the adversarial nature of consultation and allows citizens to work to overcome differences. The primary problem is that the public may arrive at solutions that exceed government authority and willingness to implement or that do not take account of its other priorities and needs.

A **public engagement** process is one in which citizens are involved in all three stages of expressing views, deliberating and taking collaborative action to solve the problem. It allows the public to contribute to shaping the issue and be a part of implementing the solutions *along with* government and other actors in society by putting an action plan in place to achieve long-term results.

For complex issues, the results are seldom fully achieved so the process is cyclical and should end with an evaluation of the process. Eventually, enough trust and understanding is built to enable sustainable partnerships so that people can come together to solve the problem and build successes from the bottom-up, not the top-down.

Issues like sustainable development, climate change and creating healthy communities, require the active contribution of citizens. Public engagement is about enabling people to take back the responsibilities that belong to them and for which they are best positioned to take action.

Summary of Discussion

Discussion on public engagement raised a number of questions on how government-led processes have played out over the recent past. In some cases, consultations have been used as an alibi, a way of maintaining the status quo, or of justifying a decision. There have also been many examples of public engagement processes that have failed because of design problems.

The model was seen as the basis for better public results, especially if it is framed in terms of its benefits or the imperative to use such an approach:

- In the case of behaviour-based issues (such as smoking, obesity, or environmental responsibility), government is unable to achieve results alone; they can only make progress with the support of citizens.
- It is broad-based, while emerging forms of engagement, such as public protests, are extremely skewed because of the self-selection process.
- It can lead to better accountability, cost effectiveness and potentially richer policy outcomes by harnessing diverse world views and perspectives through a collaborative process.
- It can build a sense of collective ownership, so if failures or mistakes are made, there is less finger-pointing and failures can be seen as opportunities for collective learning.
- There are many examples of policies that could be re-designed in a way that strengthens public results, builds trust and improves well-being – many could be re-designed inexpensively. There are much more efficient ways to set up services from a well-being perspective.

Participants pointed to a number of factors that contributed to the success of deliberative processes:

- The design of the consultative and deliberative process is critical and should include experimentation and measurement of what will bring us into the collective process;
- [Local](#) efforts are more effective than larger scale interventions; and
- With very complex issues, [framing the issues](#) must be a collective effort and responsibility for action must be shared.

Some of the impediments to using citizen engagement were also mentioned:

- [Politicians'](#) concerns about unpredictable processes over which they have little control;
- The [Public](#) has little desire to invest in time-consuming processes without assurance that their views will be taken seriously; and
- [Individual responsibility](#) for action and results is difficult to obtain and to sustain.

The capacity and competencies required to support deliberative processes were raised. The role of the facilitator was seen as critical to ensure that the process moves through the various stages of deliberation and action. A special kind of leader is needed. One with the ability to navigate and transcend complexity, be stewards of the process, and help move an issue from the "I" of government to the "We" of society.

Beyond the three-stage model presented, it was noted that public engagement can be taken to the next level through a number of different approaches, including: integrating public engagement into institutional forms such as legal juries; through constitutional innovations such as referendums where the power

is put in the hand of the public; or through experiments and innovations that involve governments nudging citizens to support themselves.

There is a need to identify the domains that require citizen engagement more clearly. One suggestion was to separate [efficiency motives](#) from [empowerment motives](#). Others proposed that a framework should be articulated to help determine where civic engagement was required.

A number of delegates also suggested that Web 2.0 social networking tools are rendering collaboration simpler and more effective with or without government involvement. A variety of highly successful initiatives were cited, where citizens, through social networks, were able to connect and help each other in ways not available previously.

These new web capacities reinforce the notion that 'ideas matter'. The right idea has a platform now through which it can spread and collect support without government involvement. There is a growing 'economy of regard' where citizens freely help one another in areas of common concern. Examples of this include virtual communities, such as Trip Advisor, and Netmums. These platforms, devoid of any official presence or sanction, encourage trust, experimentation and innovation. They support Helliwell's view that innovation and experimentation go hand-in-hand, and that experiments have to be 'anarchic' and bottom-up. They cannot be produced on command. If governments do not move on these new technologies to engage with citizens, they will be drawn into legitimacy issues.

Others ventured that the new collaborative tools may be a way for government to divest itself from some of its present responsibilities. As citizens demonstrate their capacity and desire to move forward without government intervention in certain areas of their lives, government resources can be moved to areas that require attention.

3. DAY TWO: REMOVING BARRIERS TO RESULTS OF HIGH PUBLIC VALUE

3.1 INTRODUCTORY REMARKS

The second day began with six key observations by the Co-chair stemming from the previous day's discussion. Participants were asked to keep these points in mind as the discussion turned on the second day to identifying and addressing the barriers that interfere with the achievement of public results, and how we can prepare public servants moving forward. This entails not just incremental change, but perhaps also envisioning a different role of government with transformed systems, norms, incentives and alignments. Delegates were asked to consider how we could prepare future public servants/leaders and politicians for the diversity of roles being discussed.

1. The fundamental role for public organizations is to achieve public results of increasing value to society.
2. If agencies and programs focus on civic and societal results, they will position their activities in the broader context and open up opportunities that lead to results that would not otherwise have been possible. The Singapore case study was used as an example of this as officials broadened their narrow focus on security to the broader societal result of empowering ex-offenders to become responsible citizens.
3. Some results are not possible without civic results. This is not possible without community engagement and the involvement of citizens and families. The case of the homelessness shelters was used as an example of how many groups and agencies working together can bring about results and have a better chance of success. What we collectively achieve is better than what can be achieved alone.
4. Moving up the value added chain of results to societal results means moving with others.
5. Working and acting with others contributes to a long chain of worthwhile results such as wellness, life satisfaction and democracy. This also builds trust among people and institutions which inspires the achievement of even better results.
6. The achievement of public results is a collective enterprise and not something that government needs to be burdened with to do alone. It is a shared responsibility.

3.2 CASE STUDIES

Case studies from Brazil and Australia were presented that explored the importance of focusing on broad societal results and the positive impact of shifting from a control to a performance-based approach.

3.2.1 Bolsa Familia Program

Bolsa Familia is a program of conditional transfer payments to poor families. The conditions are related to maternal and children's health, school attendance and social protection. It benefits approximately 50 million Brazilian residents and operates on an annual budget of US\$7.4 billion.

It originated as an assortment of small scale conditional cash transfer initiatives that evolved through learning and experimentation. With the success of the first local initiatives, the model was used by an increasing number of government agencies pursuing goals as diverse as social work, health, education, food security, energy and child labour. Each agency was using different registries, payment mechanisms, conditions and administrative processes.

Eventually, these initiatives were collapsed into a single national program. Thus, Bolsa Familia was born with the understanding that "citizens are not divided into ministries". The national registry is jointly managed by federal, state and municipal governments.

The initial stages of the Bolsa Familia program were influenced by concerns about compliance and controls. Media reports focused on errors. Mistakes were found in the national registry of recipients. Media coverage made no distinction between administrative errors and intentional fraud.

The control measures about how the money was spent became overwhelming. Eventually, administrators came to realize that it was preferable to forgo much of the controls and to allow recipients to decide for themselves how best to spend the money to meet their needs.

The outcome was positive. The top family expenditure of recipients is on food. Despite minimal control, Bolsa Familia has contributed measurably to poverty reduction, inequality reduction, improvement of local economies, reduction of child malnutrition, and improvements in food security. Bolsa Familia empowers citizens to make choices about their own lives as well as play a critical role in achieving the societal goal of alleviating poverty.

The key findings from the case study included the following:

- Small scale experimentation may lead to nation-wide programs in support of public results;
- Reducing layers of control made program oversight more manageable and improved results;
- The realization that the broader societal results were more important than the success of any one individual policy enabled better alignment and integration of programs in support of societal results;

- Mistakes are inevitable. There is a need to raise public awareness about the differences between mistakes and wrongdoing. No organization, private or public, can guarantee error-free performance.

3.2.2 Australia's Federal Financial Agreement

In January 2009, a national intergovernmental agreement on federal financial relations came into effect in Australia. The agreement reflects an understanding that multiple levels and organizations working together are required to tackle many social issues. The new framework enables the national government to work as partners with the eight state governments to negotiate outcomes in key areas of social policy.

Under the previous system of federal-provincial financial relations, tied grants from the national government to states, in areas such as health and education, were used to coordinate and promote societal level outcomes but were hampered by overlapping roles and responsibilities. Moreover, the conditionality of these tied grants, generally designed to achieve national outcomes, had become more onerous and included detailed reporting requirements focusing on inputs/processes, minimum growth requirements and penalties for non provision of data.

The new intergovernmental agreement reshaped the relationship between national and state levels of government in a manner that explicitly stated respective responsibilities and areas of accountability. Critical features of the new framework are that it removes the conditionality of the transfer payments, eliminates non-essential reporting requirements, and focuses on accountability for performance and outcomes rather than inputs or processes. This gives states the flexibility to direct resources to areas where they will produce the best results.

Importantly, states' increased flexibility in service provision is balanced by increased accountability for publicly reporting. States report against performance indicators and assessment is carried out by an independent third party. Performance reports are produced in a digestible non-technical format for use in public policy making and to encourage public debate.

The key findings from the case study included the following:

- New capabilities were needed among public servants to support the change in roles, responsibilities and relationships;
- Politicians still demand reports on inputs when data on outcomes is unavailable within a defined timeframe; and
- Meaningful performance indicators and good and timely data are needed.

Summary of Discussion

Some delegates were interested in reflecting on the [role of government](#) in the cases cited above, and how that role was being redefined.

[Service delivery](#) received a lot of attention in the context of control and perfor-

mance. It was restated that 'citizens are not divided into ministries'. Seamless, highly performing service delivery is severely hampered by layers of control and silos of accountability.

The difficulties and limitations of many performance-based approaches were discussed:

- Some level of conditionality is still required to satisfy citizens and politicians. The difficulty is in determining how much command and control can be dropped;
- Sustainability may be an issue, particularly if the results aren't achieved or there are difficulties with delivering or sustaining targets and results;
- There is a risk of falling into the trap that success in one area is the solution for everything;
- There are seldom real consequences if targets are not reached, which raises the question of why the data is collected in the first place. Often the only real value to the approach of targets, indicators and measures is to help provide clarity of purpose; and
- It is very difficult to show and achieve results even when the targets and indicators are negotiated, particularly when the factors that influence the outcomes of complex issues typically lie outside the control of the partners involved.

Suggestions for how to affect the shift away from controls to a performance-based approach and address some of the inherent limitations were also discussed:

- Eliminating stovepipe thinking, working horizontally, harmonizing controls and reporting requirements, and working together to map out high-level objectives;
- Conducting random post-audits as a method of reducing the number of ex-ante controls;
- Separating indicators, targets and aspirations might provide clarity in finding the right balance for performance information. Adding evidence-based ways of measuring high level indicators of life satisfaction and well-being was suggested as an approach that could help determine the effectiveness of and reduce the data collected for other subsidiary performance measures. This would also potentially satisfy citizens' and politicians' need for information and help keep conditionality to a minimum; and
- Moving beyond the fairly linear approaches involving alignment of programs, outcomes and indicators by being bold and empowering employees to find innovative solutions.

Most participants agreed that many performance and control systems fulfill no one's requirements. There are conflicting and increasing demands for information and performance data from a variety of sources: politicians, parliament, media, the general public, central agencies and individual departments. These layers of controls and reports add complexity and obscure the critical information needed to assess the results that 'count most' despite the intensive efforts to measure performance.

3.3 DISENTANGLING COMPLIANCE & PERFORMANCE

Mike Joyce gave a presentation on disentangling systems of compliance, control and information. The presentation probed the extent to which disentanglement is the principal factor that needs to be addressed in reducing the barriers to achieving results, or whether a focus on changing the culture of control itself might be more effective.

Key terms are defined below:

- **Controls** in a public service vary from “hard” rules that include constitutional conventions, legislation, regulations and policy requirements enforced with the threat of sanctions for non-compliance to softer forms of control such as policy standards and guidelines, organizational culture and values.
- **Performance** management systems focus on individuals or organizations and manage performance for program results or the effectiveness of the organization and the way it is managed.
- **Sources of information** fall into the categories of systematic or unsystematic and are used for control and for performance management.

Since sources of information may be used alternately for control or for performance management, examining the use and purpose of each source of information is a proxy for examining the degree to which compliance and performance are entangled. The following information sources are used in the Canadian context: internal management information systems, the Management Resources and Results Structure, Estimates, Canada's Performance Report, Public Accounts, audits, and program evaluations.

It was argued that only internal management information is strongly linked to both control and performance management systems. Therefore, disentangling compliance and performance by itself would not substantially diminish the impediments to achieving public results. However, audit and evaluation may constitute a “micro tangle,” because the Office of the Auditor General focuses on evaluation through “value for money audits.” Ultimately, a reform agenda should focus directly on reducing the culture of compliance and expanding layer of controls.

Several factors warrant further examination relative to changing the widespread culture of compliance. These included:

- Political risk aversion to greater management discretion;
- The propensity of access to information to reinforce risk aversion;
- The use of Auditor General reports by parliamentarians and the media;
- The Treasury Board's approach to reducing the number of control instruments and whether it needs to be more aggressive in removing the “web of rules”; and
- The actions required to change the culture to be more accepting of

management discretion within a framework of softer controls and public service values.

Whether entanglement is a significant risk or not, there is still a need to reorient performance management and information systems towards system-wide and societal results. This reorientation poses the risk of a “disconnect” brought about through the rise of multiple performance information and management systems to meet divergent needs and the drive for precision related to individual and organizational performance.

To conclude, participants were asked to further the debate on whether there is a need to disentangle systems in order to remove barriers to achieving societal results or if efforts should be directed towards shifting the focus from a rules-based to a principles-based approach and how might this be achieved.

Summary of Discussion

Participants noted the impact of increasing [layers of control](#) on the quality of services and the ability to achieve better public results. In some regions, long lists of indicators have been instituted at the municipal level for accountability purposes, yet they have negative effects on the performance of public organizations and have little connection to social outcomes. It was remarked that in some cases, public servants operate in a climate of fear that prevents risk-taking or innovation. Excessive controls also hinder the functioning of third party agencies. In some cases, controls and reporting requirements consume up to one-third of their resources. This fosters an environment of distrust and is not conducive to collaboration.

There is concern that overly complex systems have been created which are largely impenetrable, difficult to understand and not well used for the purposes intended. There are also issues with lack of clarity with roles and responsibilities at various levels of government and who the target is for accountability and reporting measures. Local levels of government do not want to be held accountable by national levels, they want to be accountable and report to their own citizens. To change, it was suggested that a lot of different players need to let go of control.

There was strong consensus that increasing controls and reporting requirements were stifling innovation. While compliance with laws, rules and due process is essential, an excessive reliance on control mechanisms hinders experimentation and innovation and is not conducive to interagency collaboration. Little was offered by way of solutions. One delegate noted that steps had been taken in their country to standardize reporting requirements for third party agencies and therefore lessen the reporting burden.

3.4 SHARED ACCOUNTABILITY FOR SHARED RESULTS

John Halligan gave a presentation which extended beyond the question of shared accountability for shared results. He made connections to the earlier discussion on collaboration and reinforced a number of cross-cutting themes relevant to the roundtable.

A number of constraints, obstacles and factors contribute to the success of collaborative initiatives, including:

- an explicit mandate for collaboration;
- political support at the ministerial level;
- cultivating an organizational culture that supports sharing and collaboration;
- adequate incentive systems;
- adequate levels of resources;
- a high level of commitment and leadership; and
- a shared understanding of and focus on outcomes.

Various aspects of the functioning of [collaborative networks](#) within government and across sectors were explored. Some converged with themes explored during earlier discussions and presentations:

- The need for governance that is agreed upon and understood;
- The need for relationships of trust, particularly when shared decision making is involved; and
- The value of an independent broker or facilitator to elevate the discussion on policy issues above party politics.

A system of shared accountability for system-wide and societal results is unlikely to be sustainable without institutional changes. Shared accountability is complicated since all accountability stems from programs and their related funding arrangements which have been designed for vertical delegation within a vertical department. Shared results will be taken more seriously if they are supported and reflected by the budgeting system.

Summary of Discussion

One of the central strands of conversation was the role of government in an expanded public space.

The Foreign Qualification Recognition case study was referenced as evidence that collaborative approaches can be more effective and garner more support than solutions imposed federally. Government is uniquely positioned to take on a [role of facilitator](#), [convener](#) and [enabler](#) in support of a collective effort. It was also noted that citizens can create results collaboratively with or without government intervention (eg. Wikipedia).

There are tensions between the need for innovation, which entails learning through failure and experimentation, and the political need to be seen to be in charge and able to avoid failure. In this context, how “failure” is framed has political ramifications. Participants recognized the importance of establishing a “safe space” exempt of blame for reporting failures for learning purposes.

The Bolsa Familia program in Brazil survived failures characterized as the “pains of learning and innovation”. Government activities, like any other undertaking, cannot be exempt of problems, mistake and errors. It was also noted that we often do not take the time to learn from our successes.

Some delegates engaged in a discussion of leadership in the public service. Conceptually, the public does not have a good appreciation of the importance of leadership in the public service; and yet, case studies like the Singapore Prison Service demonstrate the importance of personal leadership and initiative to achieve ambitious public results.

Inspiring individuals to achieve ambitious results is at the core of effective leadership. Public sector leaders understand civil servants' intrinsic sense of “mission” and commitment to serving the public interest. Participants acknowledged the need to explore how to prepare future public service leaders “to serve in the 21st century”.

Important contributions were made towards advancing the dialogue on systems of compliance and control:

- The risk-averse nature of bureaucracy cannot entirely be blamed on control systems. A range of factors contribute to this phenomenon in the public service, not least of which are a resistance to change and personal incentives to support the status quo.
- Systems of control cannot be used to achieve change. Politicians could benefit from learning that many controls are counter-intuitive and that power can actually be gained by giving away control. Sharing power enables the systems to be more capable of achieving results that have been agreed upon together.
- The general public may demand and expect measures and levels of compliance and control which public servants may view as excessive.
- The cost of control systems is multi-dimensional. Costs include inter alia, resource costs in terms of public funds to satisfy reporting requirements, and behavioural costs in terms of declining trust, and reasonable risk avoidance.

The discussion returned to the need to distinguish between aspirations, measurement and targets. Aspirations must be distinct and much broader than system and sub-system levels, otherwise change will not be possible. Three subsystems were outlined, each one important in its own way: the subsystem used by the legislated assembly to ensure that voted funds are used for their voted purpose; a learning subsystem that tells us what we need to know to improve and make changes; and a subsystem of high level indicators that tell society that we are making progress. Each of these subsystems, while interconnected, is dissimilar and would serve us better if they were seen as distinct.

It was also noted that although there is a lot of knowledge at the centre of government about control, very little is known about good measurement. The expertise for measurement often lies with national statistical agencies and it would be worthwhile to make better use of their capabilities.

To support practitioners, it was suggested that a typology could be developed to provide guidance and practical advice on how to operate, and the kinds of systems that would be appropriate in a range of environments from those characterized by uniformity to environments with turbulence and complexity. For

example, in the case of uniformity, straight forward performance management regimes would be described and recommended, while in case of complexity, approaches that emphasize collaboration and focusing at societal levels would be included.

4. CONCLUDING THOUGHTS

Thirty senior practitioners, scholars and researchers from six countries participated in the Canada Roundtable. Their discussions were supported with pre-reading materials, expert presentations and case studies. Their discussions contributed to and enriched the exploration of a *New Synthesis of Public Administration*.

Roundtable participants voiced strong consensus on key factors leading to improved public results:

- the importance of trust;
- the need for collaboration;
- the benefits of experimentation;
- the expanded role of government; and
- the need to focus on wellness and other indicators of societal progress.

Some key ideas emerged from the presentations, case studies and discussions that will be refined in the upcoming roundtables in other countries. Including:

- The need for new forms of political leadership to work out solutions at the community level;
- The role of the media in shaping public perception and influencing life satisfaction;
- The impact of Web 2.0 social collaboration platforms on the role of government in relation to citizens; and
- The actions required to encourage experimentation and innovation.

ANNEX A: NAMES AND AFFILIATIONS OF INVITED SPEAKERS AND PARTICIPANTS

Peter Aucoin, Professor Emeritus, School of Public Administration/Department of Political Science, Dalhousie University, Canada.

Jocelyne Bourgon, President Emeritus, Canada School of Public Service, Canada.

Elisabete Roseli Ferrarezi, Coordinator of Research, National School of Public Administration (ENAP), Brazil.

Francisco Gaetani, Deputy Executive-Secretary, Ministry of Planning, Management and Budget, Brazil.

Andrew Graham, Adjunct Professor, School of Policy Studies, Queen's University, Canada.

Jenifer Graves, Senior Researcher/Advisor, Best Practices Division, Canada School of Public Service, Canada.

Zoe Gruhn, Director of Learning and Development, Institute for Government, U.K.

Frederico Guanais, Head of the International Cooperation Office, National School of Public Administration, Brazil.

June Gwee, Principal Researcher, Centre for Governance and Leadership, Civil Service College, Singapore.

John Halligan, Professor of Public Administration, Faculty of Business and Government, University of Canberra, Australia.

David Halpern, Director of Research, Institute for Government, U.K.

John Helliwell, Arthur J.E. Child Foundation Fellow of the Canadian Institute for Advanced Research; Co-director of the Canadian Institute for Advanced Research's programme on Social Interactions, Identity, and Well-being, Department of Economics, University of British Columbia.

Thomas Homer-Dixon, Centre for International Governance Innovation Chair of Global Systems at the Balsillie School of International Affairs in Waterloo and Professor, Centre for Environment and Business, Faculty of Environment, University of Waterloo, Canada.

Maria Rita Garcia Loureiro Durand, Professor, São Paulo Business Administration School of Fundação Getulio Vargas.

Mike Joyce, Adjunct Professor and MPA/PMPA Program Director, School of Policy Studies, Queen's University, Canada.

Linda Kendell, Director, Evaluation and Research Group, Australian Public Service Commission, Australia.

Koh Tong Hai Commander Cluster A, Singapore Prison Service, Singapore.

Tobias Kwakkelstein, Strategy Consultant, Ministry of the Interior and Kingdom Relations, The Netherlands.

Don Lenihan, Vice President, Engagement, Public Policy Forum, Canada.

Bart Litjens, Director of Research, Partners + Pröpper, The Netherlands.

Peter Milley, Research Director for the *New Synthesis Project*, President Emeritus Office, Canada School of Public Service, Canada.

Aaron Maniam, Head, Centre for Strategic Futures, Public Service Division, Prime Minister's Office, Government of Singapore.

Paula Montagner, Director of Communication and Research, National School of Public Administration (ENAP), Brazil.

Gordon Owen, New Synthesis Canada Country Coordinator, Director General, Partnerships and Best Practices, Canada School of Public Service, Canada.

Jessica McDonald, Executive Vice-President, Western and International Development, HB Global Advisor Corp.

Sue Richards, Senior Fellow, Institute for Government.

Marie Sassine, Visiting Assistant Deputy Minister, Canada School of Public Service, Canada.

Jeremy Tan, Strategist, Centre for Strategic Futures, Public Service Division, Prime Minister's Office, Government of Singapore.

Bernard Toh, Strategist, Centre for Strategic Futures, Public Service Division, Prime Minister's Office, Government of Singapore.

Evelien Tonkens, Endowed Chair in Active Citizenship, Department of Sociology and Anthropology, University of Amsterdam.

Thomas Townsend, Executive Head, Policy Research Initiative; member of the NS Canada Country Partnership Advisory Committee.

Allan Tupper, President, Canadian Association of Programs in Public Policy and Public Administration; Professor and Head, Department of Political Science, University of British Columbia; member of the NS Canada Country Partnership Advisory Committee.

Neil Yeates, Deputy Minister, Citizenship and Immigration Canada, Canada.

ANNEX B: LIST OF PRE-READING MATERIALS, PRESENTATIONS AND CASE STUDIES

Papers

Bourgon, Jocelyne (2008) The Citizen at the Heart of Public Sector Reforms. Keynote address to the 5th Quality Conference for Public Administration in the European Union.

Fox, Graham and Donald G. Lenihan (2006) Where does the Buck Stop? Accountability and Joint Initiatives. Public Policy Forum.

Halligan, John (2010) Shared Accountability for Shared Results.

Helliwell, John F. and Chris Barrington-Leigh (2010) Measuring and Understanding Subjective Well-Being.

Joyce, Mike (2010) Information, Control and Performance: Disentangling and the Risk of Disconnection.

Lenihan, Don (2010) Rethinking the Public Policy Process: A Public Engagement Framework, Public Policy Forum.

Lenihan, Don (2010) Annex A of Rethinking the Public Policy Process - Overcoming Poverty Reduction in New Brunswick.

Lenihan, Donald G., John Godfrey and John Williams (2003) Results Reporting, Parliament and Public Debate. Policy, Politics & Governance (3) April, Centre for Collaborative Government.

Lenihan, Donald G., John Godfrey, Tony Valeri and John Williams (2003) Accountability for Learning. Policy, Politics & Governance (4) June, Centre for Collaborative Government.

Lenihan, Donald G., John Godfrey, Tony Valeri and John Williams (2003) What is Shared Accountability? Policy, Politics & Governance (5) November, Centre for Collaborative Government.

NS6 Project Leader's Team (2009) Literature Scan No. 5: Disentangling Performance Management Systems from Control Systems. Ottawa, ON: unpublished working paper.

Wilson, Tim (2005) Societal Indicators and Government-Wide Reporting, Horizons (8) 1: 42-48.

Presentations

Graham, Andrew (2010) The Canadian Cases.

Guanais, Frederico (2010) Bolsa Família Program: Funding Families for Development.

Halligan, John (2010) Shared Accountability for Shared Results.

Helliwell, John (2010) Societal Results and the Science of Well-being.

Joyce, Mike (2010) Information, Control and Performance: Disentangling and the Risk of Disconnection.

Kendell, Linda (2010) Australia's New Cooperative Federal Financial Agreement: Focusing on Better Outcomes for Citizens.

Koh, Tong Hai (2010) Case Study: From Custodians of Prisoners to Captains of Lives.

Lenihan, Don (2010) The Public Engagement Project: 'Join the Engagement Community'.

Case studies

Graham, Andrew. (2010) Tackling Homelessness in Canada: The Federal Government's Homeless Partnership Strategy

Lenihan, Don (2010) Collaborative Federalism – How Labour Mobility & FQR are Changing Canada's Intergovernmental Landscape

Leong, Lena (2010) The Story of Singapore Prison Service: From Custodians of Prisoners to Captains of life. Civil Service College Singapore, Centre for Governance and Leadership

Australian Public Service Commission (2010) Australia's New Cooperative Federal Financial Agreement: Focusing on Better Outcomes for Citizens.

Guanais, Frederico (2010) Bolsa Família Program: Funding Families for Development ENAP

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