

KU LEUVEN



PUBLIC GOVERNANCE INSTITUTE

Statistics: Governance by numbers

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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)

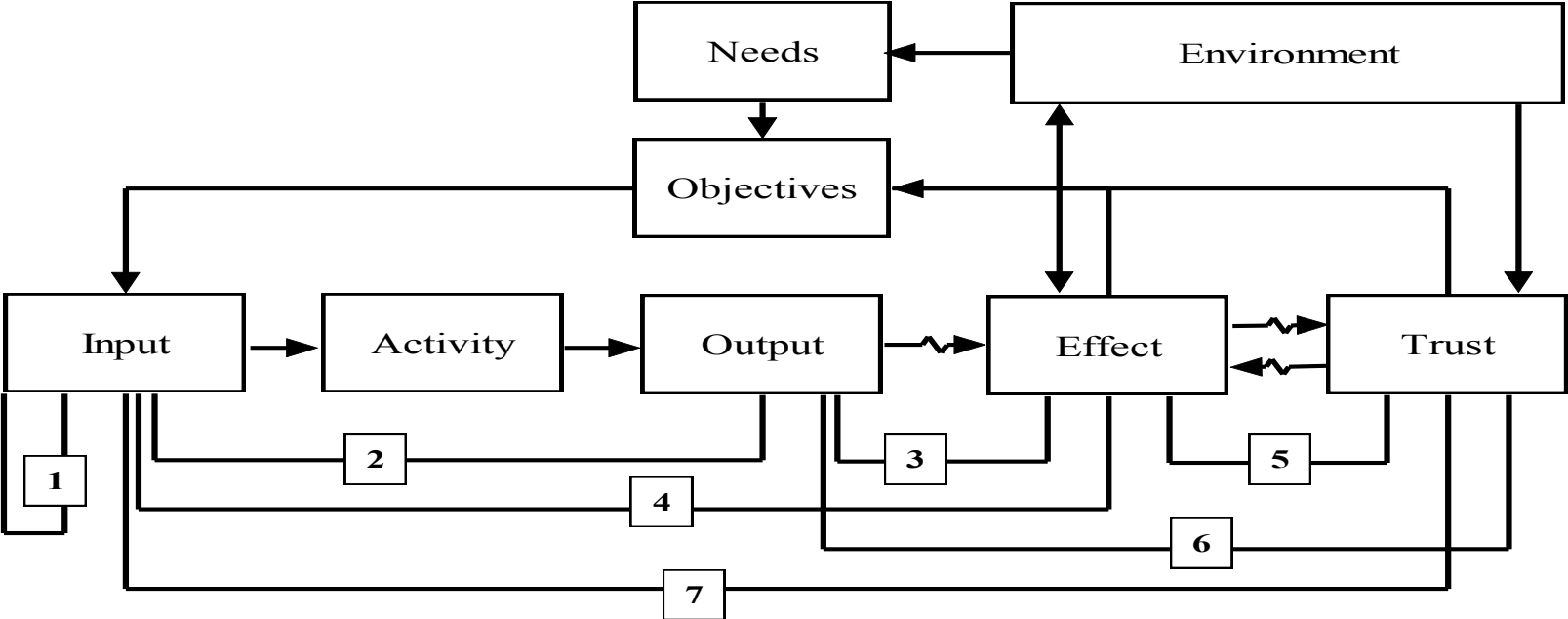
- Different 'numbers' for different 'purposes'

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

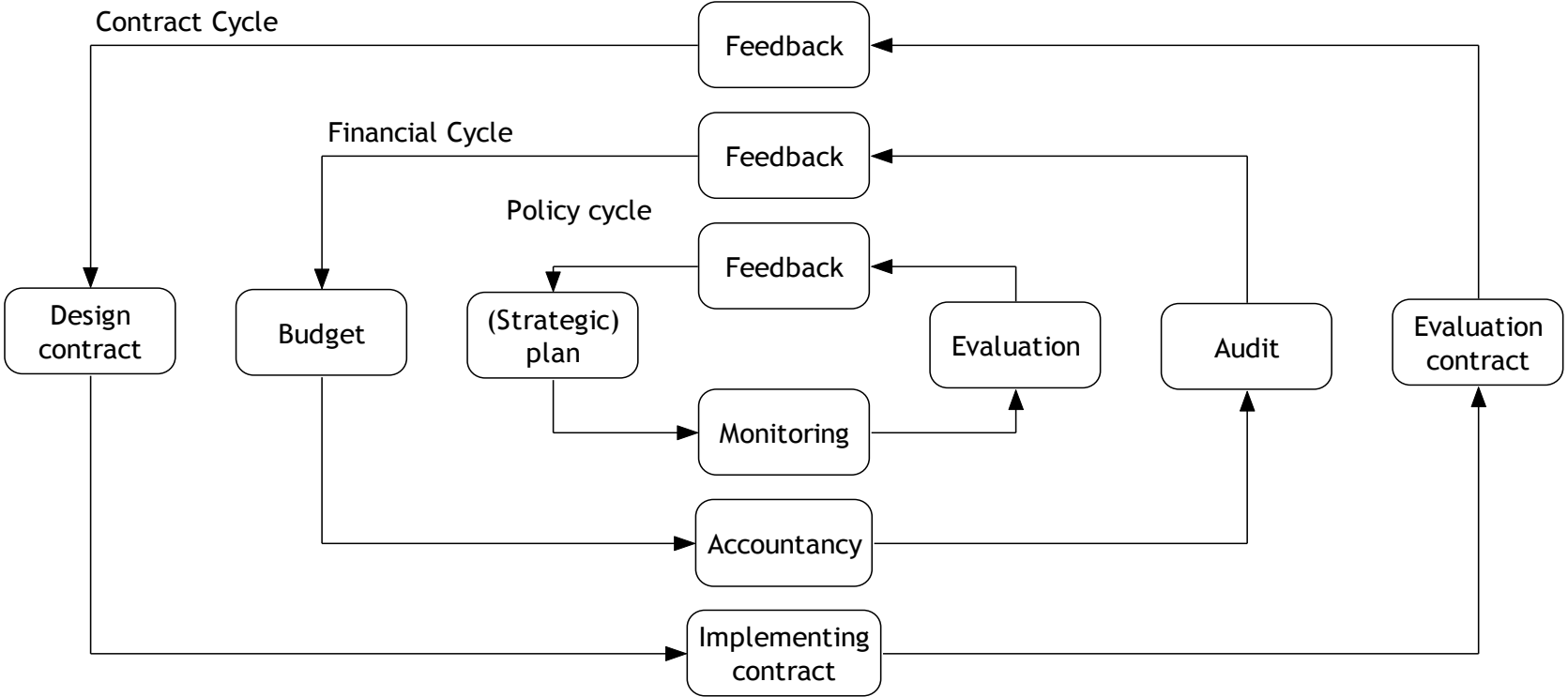
- Measuring
- Incorporating
- Using

Measuring

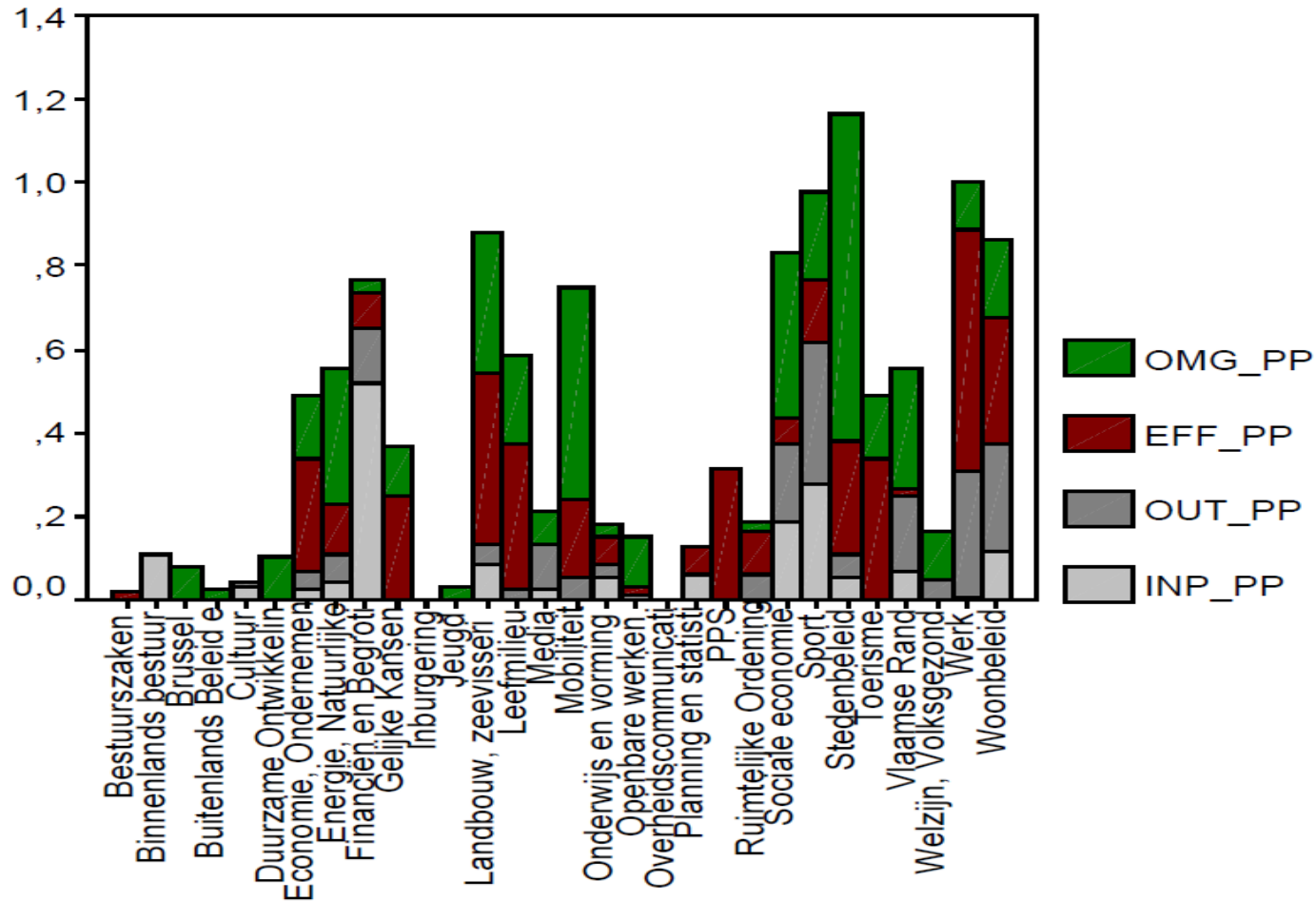


- 1. input/input: economy
- 2. input/output: efficiency/productivity
- 3. output/effect: effectiveness
- 4. input/effect: cost-effectiveness
- 5. effect/trust
- 6. output/trust
- 7. input/trust

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)

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

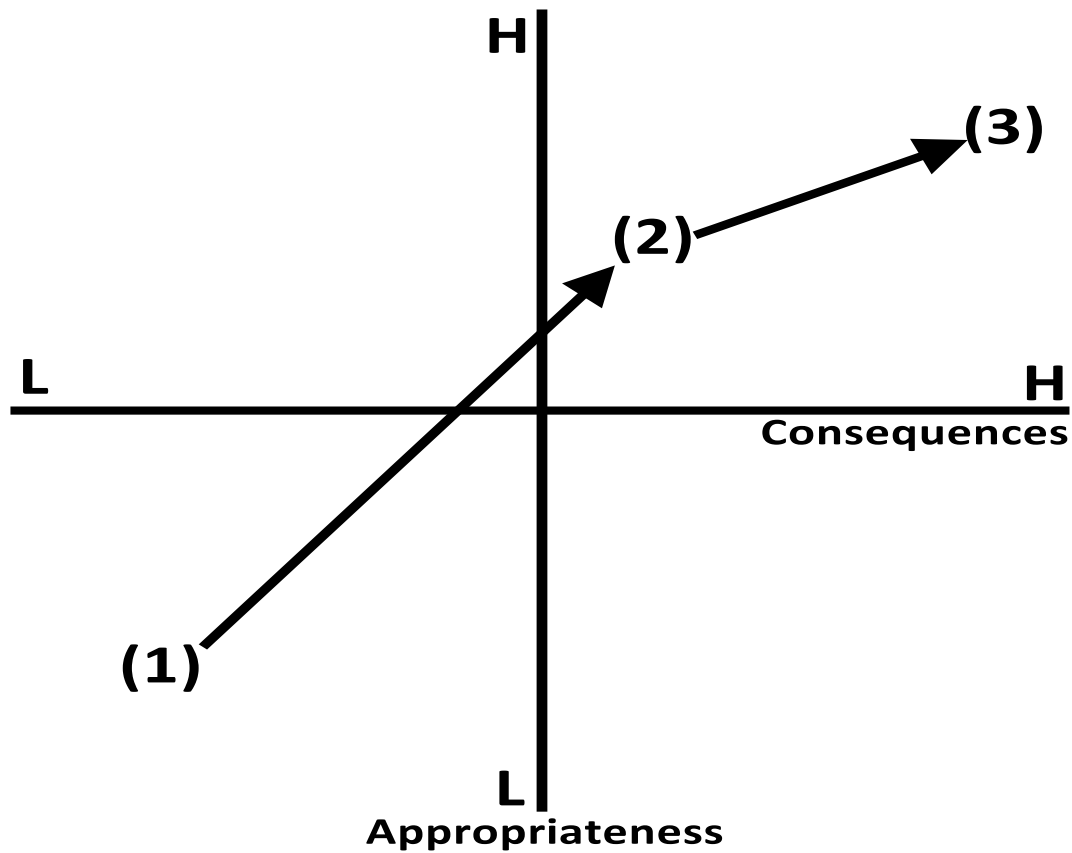
3.Capacity

- 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)



5. Distrust

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

Distrusting data



6. Institutional arrangements in Belgium

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

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