Ewaluacja

IV Konferencja Ewaluacyjna

Ewaluacja - kluczowy instrument poprawy jakości działań administracji publicznej

Warszawa, 17.10.2008

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Ewaluacja i dobre rządzenie: wyzwania (post) nowoczesności

NARODOWA STRATEGIA SPÓJNOŚCI

MINISTERSTWO ROZWOJU REGIONALNEGO

PARP

UNIA EUROPEJSKA
EUROPEJSKI FUNDUSZ ROZWOJU REGIONALNEGO

Evaluation and Good Governance: Facing the Challenges of (Post-)Modernity

Giandomenico Majone

IV Evaluation Conference

"Evaluation – crucial instrument for improving public administration performance"

Warsaw, 17 October 2008

I. The Challenges

- A global economy
- A fragmented states system
- An international civil society
- Regional integration

II. The Transformation of Governance

- Sharing of power between public and private actors
- From hierarchies to networks
- Greater emphasis on partnerships and collaborative governance
- Each party has a hand in defining not only the means, but also some aspects of the goal to be achieved

III. Two examples

- **Co-regulation** combines binding legislative and regulatory action with action taken by private actors
- **Incentive compatibility**: public policies are redesigned to make them more incentive-compatible, i.e. such that it is in the interest of the people to facilitate their implementation

IV. From Command and Control to Contract

- A contract is a voluntary agreement specifying the actions each contractual partner is to take
- A **complete** contract specifies what each partner is supposed to do in every possible contingency, and how benefits and costs are supposed to be distributed in each contingency
- Most contracts, and all long-term contracts, are **incomplete**

V. Policies as Contracts

- Policies may be viewed as long-term, incomplete contracts
- **Relational Contracting** (RC) is a response to contractual incompleteness
- A key feature of RC is the choice of a mechanism for adapting the contract to unforeseen contingencies
- Hence, in RC there is no sharp distinction between policy design, implementation, and learning

VI. Implications for Policy Evaluation

- Accountability is a relationship between an actor and a forum whose members pose the questions, evaluate the answers, and may impose sanctions
- Today policymakers are accountable to a variety of fora: domestic, suprational, and international
- Evaluative standards must further diversify to reflect diversity of accountability fora
- Under RC, evaluation cannot be restricted to policy outcomes, but must consider the entire dynamic process