



# Governing PES effectively: between central steering and local autonomy

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# Creating synergies: local budget flexibility & central performance management

- New “bottom-up” trends: matching flexibility with resources (for ALMP)
  - The cases of Finland and Germany
    - Advanced systems of PM
    - Availability of robust data
    - Accountability, transparency and evidence-based policymaking
- Limits of (political) decentralization:
  - The cases of Poland and Spain

# Local (programmatic) flexibility and delivering results

- Flexibility in practice/and ability to deliver results may depend on **range of instruments** available and **local resources**
  - Range of instruments may not be sufficient when customers face complex hurdles
  - Trend toward “one-stop shops” (e.g. youth) to provide multiple services
  - > **availability of partnerships crucial**
    - Private employers (jobs, firm-based training, subsidized work)
    - Training and education providers
    - Third sector/municipality (complex situations)

# **Partial re-centralization & need for building central capacity**

- **Trend toward re-centralization of procedures**
  - Finland
  - Poland
  - > nationally defined quality standards emerged
- **Central data management crucial**
  - Nation-wide job placement/creation of job portals
  - Performance management/benchmarking
  - Promotion and coordination of networks

# Finding the right balance

- Centrally defined catalogue of **goals, processes and instruments**; **enhanced central data management** (PM, network and labor mobility)
- Local autonomy *how* to implement services; plus a need for:
  - **Consistent budget/resources** (strategic planning)
  - Portfolio of **high-quality measures** (sensitivity to customer needs)
  - **Adequate staffing** (number, qualification, motivation)
  - Durable local **partnerships** w/ various stakeholders
- Potentially **counter-productive** features?
  - **Competition over budgets**
    - May provide incentives NOT to share good practices, create resentment, hinder long-term planning
  - **Lack of clear demarcation of responsibility or hierarchy**
    - duplication of procedures;
    - in (only partially) politically decentralized systems: many principals, increased complexity, volatility based on political changes

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