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### **Strategic Public Management (SPM) as holistic approach to policy integration**

Most scholars and practitioners agree that policies need to be more coherent. This is especially true for “wicked issues” such as climate change or sustainable development. Despite this common sense, most governments have failed to make noticeable headway in this respect. One explanation for this can be seen in the fact that policy integration was most often restricted to the implementation of particular policy instruments (such as environmental fiscal reform) or to the establishment of single new institutions (such as Green Cabinets).

Against this background I argue that policy integration on a broad scale requires a holistic approach, i.e. a new narrative of the public sector. As the shift from the regulation-centred paradigm of classical bureaucracy to the efficiency-centred narrative of New Public Management (NPM) illustrates, such a change is not out of reach. But where may a new, integration-centred public sector narrative come from and how could it look like?

Based on the literature on governance (respectively on “new governance” and “good governance”) of the last decade I attempt to characterize “Strategic Public Management” (SPM) as a new paradigm of administrative policy and contrast it with the well known paradigms of classical bureaucracy and NPM. Strategic Public Management focuses on the effectiveness (not the efficiency) of policies, on integration, co-operation, networking, knowledge-based policy making and policy learning. By emphasising participation SPM also revitalises the notion of citizens as stakeholders.

In this sense, SPM can certainly be understood as counterweight to the efficiency-orientation of NPM. However, it is not intended to replace hierarchic or market-oriented modes of governance, but to complement them in a fruitful way. To match some aspects of all three modes of governance deliberately with the requirements of particular policy issues and to integrate them to a hybrid pattern of governance is identified as key challenge of Strategic Public Management. As such the proposed administrative policy narrative is an adequately holistic answer to the challenge of (environmental) policy integration.