

Fulbright

Public management

Session 3: What is Good Government?

Session Overview

- It has been believed that public sector has some 'distinctive value' than private sector. Is it true?
- First, Root of Public Value & Government Discussion – What Makes Public Sector Different?
- Types of Public Value Inventory
- How to Measure and Understand 'Good Government'?

Public Management & Government-size

Question → Lesson so far

- In session 1, 2 we dealt with three public management questions ('big' questions) & size of government discussion → lead to a clear question, "What makes good government?"
- John Boehner – "We are going to continue and renew our efforts for a smaller, less costly and more accountable government." Why is it?
- What does 'good government' mean? – Do Finland, Denmark, Norway, Sweden (welfare states) have the best government? (Happiest countries in the world, *2018 Happiness Report*)
- Do civil servants (or job seekers in public sector) have different job motivation? (serving your nation and citizens, e.g.)

Historical Root: New Public Administration

In U.S., until 1960s, the government program expanded explosively, but at the same time public bureaucracy pursued 'scientific management,' 'rationality,' etc. – Stay away from political influence → **Dehumanization**



Public vs. Private: Is There Public Value?

Unlike earlier thinkers like Peter Drucker and Luther Gulick, many people started to argue that

“Public and private organizations are fundamentally alike *in all unimportant aspects!*”



“Has more red tape, more bureaucracy, lower managerial autonomy, more publicness”



Public sector performance can be developed further, but not necessarily from massive borrowing of private sector skills and understandings

Comparison

	Public	Private
<i>Organizational Structure</i>	Influenced by outside (national assembly) and special interests	By top leadership, board of directors, CEO
<i>Continuity of Leadership</i>	Limited time (election)	Continuity (can make long-term plans)
<i>Excess Funds</i>	<i>Punishing</i> for operating below budget	Bonus, salary increase
<i>Measurement of Objective</i>	Measured by process ('fair' or not)	Result-oriented measurement
<i>Visibility</i>	High visibility (mass media)	Anonymity
<i>Reducing Costs</i>	By across-the-board program cuts	By selectively cutting specific projects
<i>Rewards</i>	Punishment for failure	Reward (Monetary)
<i>Operation Values</i>	Effectiveness	Efficiency
<i>Evaluation of Top Management</i>	Dramatic incidents	Overall effectiveness

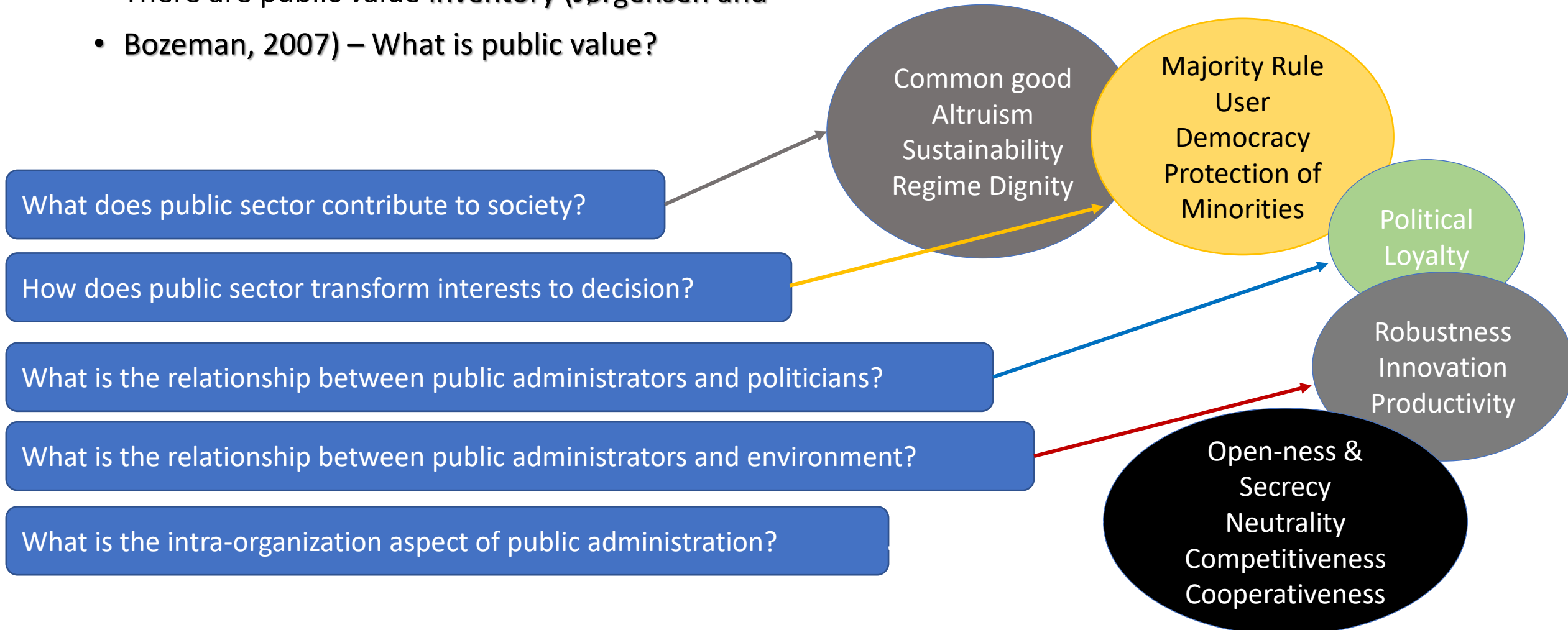
What Makes Public Sector Different?

- Perspective on public value has been an important criterion for differentiating public and private organizations.
- Barry Bozeman (1987) – “all organizations are somehow public.” – public managers can be found in all type of organizations (e.g. Corporate Social Responsibility (CSR) – publicness)
- But at the same time, “all organizations are private,” to the extent that they are responsible for tasks that are performed by experts who are governed by professional or technocratic authority.



Types of Public Values

- There are public value inventory (Jørgensen and
- Bozeman, 2007) – What is public value?



Declining Public Values Today

- Public values provides normative consensus about the rights, benefits, and prerogatives to which citizens should (or should not be entitled).
- Today, it is hard to choose a public value over others.
(e.g.)
Liberty vs. Security
Efficiency vs. Equality
- Even provision of public goods today is not monopolized by the public sector.
(e.g.) Voluntary groups, religious groups, international donors doing charity works

Corporate Social Responsibility



Trường học Hy vọng (Bắc Ninh, 2013) –
Hỗ trợ trẻ em nghèo và có hoàn cảnh khó
khăn

Học bổng

Canon
Cho Niềm Vui Lan Tỏa



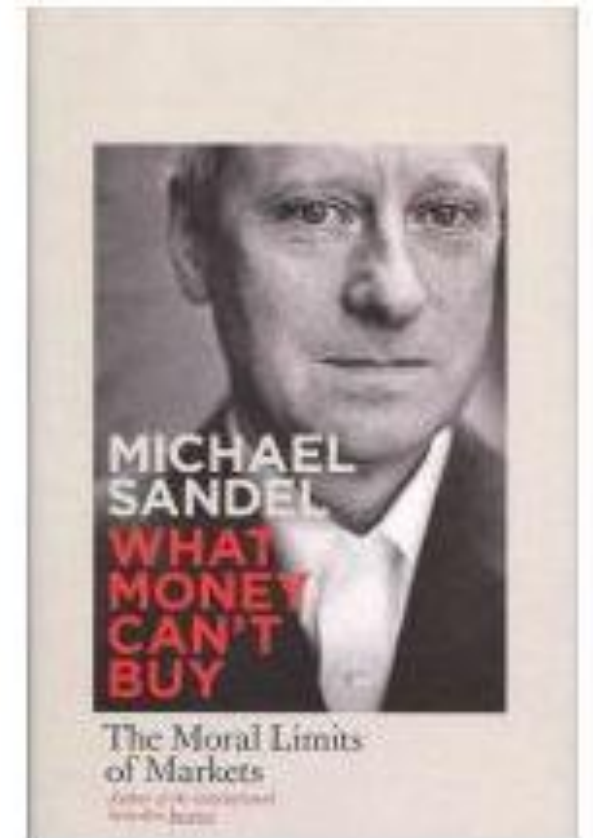
Canon for Next Generation (2009)
Canon for Green Vietnam

Ngày Hiến máu Quốc tế
Học bổng dành cho nữ giới học kỹ thuật

Giá trị công của doanh nghiệp

Michael Sandel

- Michael Sandel, a philosopher, provides an important implication for current debates about public value.
- He lists a number of examples that shows market-principle-dominance in our society.
- Is the market answer?: The case of Wall Street in the wake of financial crisis.
- But still, we have to consider certain values: Inequality, public responsibility, civic duties, etc. – A market economy is a ‘tool.’



How to Measure (understand) Good Government?

- Some International Organizations (e.g. World Bank) have promoted good government dataset.
- (e.g.) World Bank – Good Governance Indicators
- (e.g.) Vietnam – Public Administration Performance Index (PAPI, <http://papi.org.vn/eng/>) – “PAPI aims to generate information that can improve the performance of local authorities in meeting their citizens’ expectations.

Good Governance Indicators (WB)

Participation

Rule of Law (Impartial Enforcement of Law)

Transparency (decisions are done in a manner that follow rules and regulations)

Responsiveness (try to serve all stakeholders)

Consensus-oriented (mediation of different interests)

Equity and Inclusiveness, effectiveness, efficiency, accountability, etc.



Rothstein and Teorell (2008)



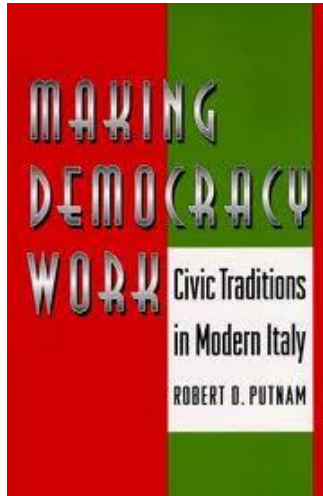
Quality of government depends on impartiality" (output side)

c.f. Impartiality as a procedural concept

Example: Case of Italy

- In 1993, American political scientist, Robert Putnam surveyed Italy to identify good government (Government Performance)
- Used 12 indicators
- Expenditures, Services → all related to effectiveness and efficiency

Cabinet Stability
Budget Promptness
Statistical and Information Services
Reform legislation
Legislative Innovation
Day Care Centers
Family Clinics
Industrial Policy Instruments
Agricultural Capacity
Local health unit expenditure
Housing and Urban development
Bureaucratic responsiveness



Thảo luận

- Theo bài báo trong tài liệu đọc về cách Việt Nam đối phó với COVID-19, sau đây là các nhân tố giúp Việt Nam thành công:
 - Đầu tư vào cơ sở hạ tầng y tế công
 - Kinh tế đối phó với SARS và cúm gia cầm
 - Hành động sớm
 - Truy vết ca nhiễm
 - Phong tỏa quy mô lớn + cách ly diện rộng
 - Đưa ra quyết định có tính bao trùm (đa dạng các bên liên quan, chiến lược toàn dân chống dịch)

Bạn có đồng ý với những yếu tố này? Còn yếu tố nào khác? Thảo luận (bùng nổ)