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Public Management

#8 administrative evaluation and governance (four elements of sustainability)

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Today's goal

- Understand brief history of administration theories and activities
- Understand the meaning of administrative evaluation and methods for assessing administrative/political actions

Public administration : traditional model

Paradigm of traditional administration model (in the strict dictionary sense):

“under the formal control of the political leadership, based on a rigidly hierarchical model of bureaucracy, staffed by permanent, neutral and anonymous officials motivated only by the public interest, serving any governing party equally, and not contributing to policy but merely administering those policies decided by the politicians.”

O. E. Hughes (2018)

Five “verities” of traditional public administration

- Organized by the principle of *bureaucracy*
- Believe there is only *one best way* of working
- Depend on the principle of *bureaucratic delivery*
- Believe such *dichotomy* that political and administrative matters could be separated
- The motivation of public servant is assumed to be *the public interest*

arr. from O.E . Hughes

Brief history of “traditional administration”

place

form

~BC2000

Ancient Egypt

Bureaucratic building society
for control irrigation of Nile

BC500~AD600

Roman empire

Organize strict bureaucratic
military system over the empire

AD600~1905

Imperial China

Government handled by men
chosen, not by birth or economic
status, but by virtue and ability

From 16 century onward

European empires like ***Spanish, Portuguese, Dutch, French, Italian*** and ***British*** empires were all administrative empires, controlled from the center by rules, records and procedures.

Early system of administration shared one personal characteristics based on loyalty to a particular individual like “***king***” or high official like “***minister.***”

“Golden age” of public administration

From 1920 to around early 1970s (New Deal to post World War II)

Planning : goal setting technique applied by executives as a means of preparing future course of organizational action

Organizing : arranging the organizational structure and process in an appropriate manner

Staffing : recruiting and hiring personnel to carry out the essential agency work

Directing : supervising the actual processes of doing the assignment

Co-ordinating : integrating the various detailed elements of these tasks in co-operation with other units and people in government

Reporting : tracking and communicating the progress of the work within the organization

Budgeting : fiscal and financial activities necessary to support the completion of these programs, services or activities economically



Whether these administrative attributes really work with adherence to traditional model is the question.

There are several “problems” with traditional model

● ***Hierarchical structure*** in bureaucratic administration disturb organizational **efficiency**

Why?

Hierarchical structure may assure the certain control to the situation in question, but not allow flexible management depending on the condition.

● Bureaucracy has a problematic relationship between bureaucracy and democracy

What's mean?

Bureaucracy (and bureaucrats) tend to seek to increase the superiority of the professionally informed by keeping their knowledge and intentions secret



It appears that detailed bureaucratic control over markets and individuals do not provide the goods and services wanted by citizens (suppose former East Germany)

Introduction of public administrative evaluation for reforming problematic bureaucracy

Administrative evaluation takes form of *policy analysis*

Four (empirical) method of policy analysis in order for sustainability

- **Cost benefit analysis** : optimum choice among discrete alternatives *without probability*)
- **Decision theory** : optimum choice *with contingent probability*)
- **Allocation theory** : optimum-mix analysis
- **Time-optimization** : decision making systems designed to minimize time consumption

Cost – benefit analysis

a policy assessment method that quantifies the value to a given agency of public policy impacts and consequences in monetary terms with the goal being to help effective social decision making through efficient allocation of society's resources when markets fail.

Boardman et al., 2006, p.23; Adler & Posner, 2006