Presentation Outline

• Past problems and developing countries responses
• What have been achieved?
• Current global risks.
• Characteristics of Current Global Challenges
• Problems with current public sector approaches.
• Paradigm shift needed for public sector reform.
# Past Problems and Developing Countries Responses

<table>
<thead>
<tr>
<th>No</th>
<th>Period of Action</th>
<th>Problem</th>
<th>Actions and approaches taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Post-independence</td>
<td>How to put the governments on an orderly efficient footing?</td>
<td>“Weberian” public administration and capacity-building</td>
</tr>
<tr>
<td>2</td>
<td>1970s to present</td>
<td>How to have the governments closer to the grassroots?</td>
<td>Decentralization</td>
</tr>
<tr>
<td>3</td>
<td>1990s to present</td>
<td>How to have the governments perform better and deliver on key objectives?</td>
<td>New Public Management</td>
</tr>
<tr>
<td>4</td>
<td>1990s to present</td>
<td>How to have the governments be more honest?</td>
<td>Integrity and anti-corruption reforms</td>
</tr>
</tbody>
</table>

Adapted from McCourt, 2013.
What Have Been Achieved?

Share of the World Population living in Absolute Poverty, 1820-2015

All incomes are adjusted for inflation over time and for price differences between countries (1985-PPP before 1970; 2011-PPP after 1970).


www.OurWorldInData.org
Current Global Challenges - The United Nations Research Institute for Social Development (UNRISD, 2016)

- Poverty and hunger
- Climate change, environmental degradation
- Unsustainable growth, economic crises
- Lack of access to technology
- Migration, flight, displacement
- Lack of decent work and social protection
- Health epidemics
- Inequality, social exclusion
- Political instability, insecurity, violent conflict
### 10 most significant natural disasters worldwide by death toll from 1980 to 2017

<table>
<thead>
<tr>
<th>Natural Disaster</th>
<th>Death Toll</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earthquake, tsunami, Indonesia (December 26, 2004)</td>
<td>220,000</td>
</tr>
<tr>
<td>Earthquake, Haiti (January 12, 2010)</td>
<td>159,000</td>
</tr>
<tr>
<td>Cyclone Nargis, storm surge, Myanmar (May 2-5, 2008)</td>
<td>140,000</td>
</tr>
<tr>
<td>Tropical cyclone, storm surge, Bangladesh (April 29-30, 1991)</td>
<td>139,000</td>
</tr>
<tr>
<td>Earthquake, Pakistan (October 8, 2005)</td>
<td>88,000</td>
</tr>
<tr>
<td>Earthquake, China (May 12, 2008)</td>
<td>84,000</td>
</tr>
<tr>
<td>Heat wave, drought, Central Europe (July-August 2003)</td>
<td>70,000</td>
</tr>
<tr>
<td>Heat wave, Russia (July-September 2010)</td>
<td>56,000</td>
</tr>
<tr>
<td>Earthquake, Iran (June 20, 1990)</td>
<td>40,000</td>
</tr>
<tr>
<td>Earthquake, Iran (December 26, 2003)</td>
<td>26,200</td>
</tr>
</tbody>
</table>

Environmental Degradation

• The world has already lost 80% of its forests and we’re continually losing them at a rate of 375 km² per day! More: Consequences of Depletion of Natural Resources
• At the current rate of deforestation, 5-10% of tropical forest species will become extinct every decade.
• Every hour, 1,692 acres of productive dry land become desert.
• 27% of our coral reefs have been destroyed. If the rate continues, remaining 60% will be gone in 30 years. More: Threats on Coral Reefs
• We have a garbage island floating in our ocean, mostly comprised of plastics - the size of India, Europe and Mexico combined! More: Garbage Islands in the Ocean
• We are using up 50% more natural resources than the Earth can provide. At our current population, we need 1.5 Earths, which we do not have.

Water Crisis

- **2018**: Worldwide, 2.1 billion people still live without safe drinking water in their homes.
- 844 million people lack basic drinking water access, more than 1 of every 10 people on the planet.
- The average woman in rural Africa walks 6 kilometers every day to haul 40 pounds of water.
- Every day, more than 800 children under age 5 die from diarrhea attributed to poor water and sanitation.
- 2.3 billion people live without access to basic sanitation.
- 1 billion people practice open defecation.
- 90 percent of all natural disasters are water-related.

Characteristics of Current Global Challenges

• Complex, relentless (i.e. not amenable to time-bound solutions) and contested (Bourgon, 2011).
• Often unexpected, hard to predict, and difficult to measure.
• Considered as wicked problems, cannot be addressed through single interventions and technical fixes administered by individual public agencies working alone (Robinson, 2015)
Global Challenges and Public Administration and Management
Modes of Main Public Sector Approaches

1. Old Public Administration
   - Based on hierarchy and meritocracy principles
   - Relied on centralised control, set rules and guidelines
   - Efficiency and effectiveness as the keywords

2. New Public Management
   - An attention to learn from private-sector management
   - A focus upon entrepreneurial leadership within public service organizations
   - An emphasis on input and output control and evaluation and on performance management and audit
   - Policy implementation is organizationally distanced from the policymakers
   - The growth of use of markets, competition and contracts for resource allocation and service delivery within public services.
Problems with Old Public Administration Approach

- Insufficient attention to the dynamics of politics and political economy
- Attempt to transplant one country’s organizational structures and practices to another without consideration of contextual differences
- Overemphasising downsizing and cost cutting
- Fail to integrate reform activities into a wider policy and organizational framework.

(McCourt, 2013; Rao 2013)
Problems with New Public Management Approach

• Weakening democratic accountability and fail to foreground the needs of citizen (Minogue et al 1998)
• Diminished coherence across government (Denhardt and Denhardt, 2000).
Which Innovations Drive Transformative Change?

UNRISD (2016) report on Policy Innovations for Transformative Change

1. Public policies that are integrated, synergistic and reverse normative hierarchies

2. Markets that work for society and the environment

3. Empowered participation and accountable, effective institutions

4. Universal, human rights-based approaches that aim to leave no one behind
## Paradigms Shift for Public Sector Reform

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Old public administration</th>
<th>New Public Management</th>
<th>New approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Theoretical foundations</td>
<td>Political theory, naïve social science</td>
<td>Economic theory, positivist social science</td>
<td>Democratic theory</td>
</tr>
<tr>
<td>2. Rationality and models of human behaviour</td>
<td>Administrative rationality, public interest</td>
<td>Technical and economic rationality, self-interest</td>
<td>Strategic rationality, citizen interest</td>
</tr>
<tr>
<td>3. Conception of the public interest</td>
<td>Political, enshrined in law</td>
<td>Aggregation of individual interests</td>
<td>Dialogue about shared values</td>
</tr>
<tr>
<td>4. To whom are civil servants responsive?</td>
<td>Clients and constituents</td>
<td>Customers</td>
<td>Citizens</td>
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<tr>
<td>5. Role of government</td>
<td>“Rowing”, focused on politically defined objectives</td>
<td>“Steering”, serving as catalyst to unleash market forces</td>
<td>“Serving”, negotiating and brokering interests among citizens</td>
</tr>
<tr>
<td>6. Mechanisms for achieving</td>
<td>Administering programmes through government agencies</td>
<td>Creating mechanisms and incentives through private and non-profit agencies</td>
<td>Building coalitions of public, non-profit private agencies</td>
</tr>
<tr>
<td>policy objectives</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7. Approach to accountability</td>
<td>Hierarchical - administrators responsible to elected leaders</td>
<td>Market-drive-outcomes result from accumulation of self-interests</td>
<td>Multifaceted-public servants guided by law, values, professional norms and citizen interests</td>
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<td>Administrative discretion</td>
<td>Limited discretion granted to public officials</td>
<td>Wide latitude to meet entrepreneurial goals</td>
<td>Discretion needed but constrained and accountable</td>
</tr>
<tr>
<td>Assumed organizational structure</td>
<td>Bureaucratic organizations with top-down authority and control of clients</td>
<td>Decentralized public organisations with primary control within agency</td>
<td>Collaborative structures with shared leadership</td>
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<tr>
<td>Mechanisms for achieving policy objectives</td>
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*Source: Adapted from Denhardt and Denhardt (2000, p.554)*
Conclusion

• The history has shown that public sector has experienced with reforming themselves to the challenges
• Current challenges is more complex and unpredictable
• Old Public administrative approach and New Public Management is not compatible with the current challenges
• New Public Services is required to be adopted to meet the global challenges where the focus of public management is citizens, community and civil society and the primary role of public servants is to help citizens articulate and meet their shared interests rather than to control or steer society.
The End - Thank You

Gamsahamnida.

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