Public Service Reforms: International Experiences

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Structure of Presentation

- I. Introduction
- II. Examples on international reform
- III. Driving forces of the public service efforts in SSA countries since early 1
- IV. Main Features of reform efforts:

Redefinition of the role of

state

Enhancing public management performance

Promoting accountability and

transparency

Progress in each area of reform

I. Introduction

- Major recent Public service reforms countries inspired by and have parallels public administrative reform experiences industrialized, developing and transition co across the five continents.
- Administrative reform one of the major international phenomena of the late 20th centaury

II. Examples of international reform efforts

- Big bang comprehensive state reformands
 New Zealand (1980-19900);
- Radical transformation of administrative culture in the UK under M. Thacher and successors (1979-1998);
- Government performance & results action (1993) in the US

- TQM movements in several As countries;
- Decentralized management initiative several Latin American countries.
- Why concern with reform?
 - Visionary leadership committed to nurturing a competent, accountable and honest committed to nurturing a committed t administration
- Societal pressure for better quality services;
- The need to reduce budget deficits to improved economic performance;
- The need to respond to global changes (communication & information revolution, international trade and finance; external pressures, donors and super national obligations)

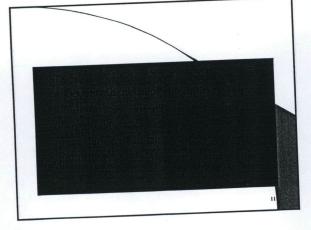
- III. Driving forces of the public service reform efforts in SSA countries since early 1990s
 - Economic reform
 - Democratization
 - The search for administrative efficiency in order to improte the quality of goods and services delivered to the public.

IV. Main Features of Reform Efforts

- Redefinition of the role of the state
- Introduction of efficiency measures enhance public management performance
- Enforcing the accountability of the governors to the governed through increase transparency, openness and citizen participation.

Redefinition of the role of state:

- To ensure that it performs functions that should be at the level of the state while leaving other functions to sub-national governments and private and voluntary sector.
- Matching role to capability
- Basic Elements of the Redefinition of the Role of the State:
 - governments to focus on basic functions enforcing the rule of law, creating and nurturing a conducive environment for private sector development a conducive policy environment including macro-economic stability; investing in people and infrastructure; protection of the vulnerable and protection of the environment.



In short the public service reform seach to address the phenomena of weak and bloated states characterized by: high bloated deficit, extensive involvement in the provisions of goods and services, complex regulations that stifled private and voluntary initiatives.

Emphasis also on performance measurement with partial attention to the delivery of services to the public.

Measures for enhanced efficiency public management performance:

- Improvement of financial and personne management systems with an emphasis of increased autonomy for managers;
- → Pay reforms partly linked to performance;
 Continuous skills development and upgrading.
- The New Public Management (NPI) and influence on SSA countries
- NPM in full bloom by early 1990s
- Reform efforts in SSA countries influenced NPM whose Salient features were:
 - Applying market principles to government administration with an emphasis on competition, contracting and customer orientation

- Merit-based recruitment a promotion;
- Increased autonomy for manage with corresponding responsibility
- Performance related pay and continuous skills development and upgrading; and
- Emphasis on performance measurement with partial attention to the delivery of services to the public
- New Zealand as a pioneer in N
- Reform involved
- restructuring of SOEs, downsizing of the core public service, privatization and deregulation. Core public service staff reduced from 88,000 to 35, 000 within years.

- Transferring policy implementation functions to outside agencies with ministries and central government departments concentrating on policy planning, contracting and monitoring of performance.
- In spite of many SSA countries adopting similar reform strategy, results achieved were not similar.
- Why differences in success?
- New Zealand had:
 - strong political and bureaucratic institutions with strong leadership commitment, well established traditio of transparency, accountability and honesty;

- Abundant human capacit
- Comprehensive strategy to go the the reform effort.

reform effort.

In contrast, SSA countries characterized by institutions implying strengthening their capacity to deliver basic governmental functions and shedding functions that could be better performed by the private sector and voluntary organizations, developing and strengthening public sector institutions for better performance and deregulation, privatisation, contracting and decentralization.

- Downsizing another key reform rea necessitated by the need to reduce undget deficits and reduce civil service staff numbers and the wage bill.
- Was SAP conditionality.

V. Progress in Reform

Downsizing:

- Results achieved modest some retreached staff without significant reduction in vage bill; few achieved both wage bill reduction and staff retrenchment (Ghana, Namibia, Uganda)
- In some half-heartedly done due to lock of political will and inability to mobilise hads for severance programmes (Malawi, Senegal Zambia)
- Function review of Ministries carried out by external experts with little participation ignores (Benin);
- Where there was local ownership, exercise lacked thoroughness and results largely unsatisfactory (Senegal, Tanzania).

- Modernization of public Management Systems for improved performance
 - Tanzania created British style executive agencies responsible for policy formulation and the management of contracts arrangements with executive agencies;

South Africa, Uganda ansferred some activities out from hanistries and departments to private contractors (Laundry and food supply from hospitals, office cleaning and security)

Modernization of Human Resources Management

- Recognition of a need for meritbased recruitment and projection
- Attention to incentives to motivate staff notably thru depay:
- Balancing merit-based recruitment with considerations representation in multi-racial and ethnic contexts
- ← Gender balance(Chad, South Africa)
 Other HRM reform measures:
- The taking of civil service census to obtain reasonable base line data on staff members
- Establishment of a computerized personal debase that is linked to the payroll.

Modernization of the Financial Management System

- Making budget systems more transparent;
- Linking budgets to development plans
- Introduction of a medium term expenditure framework which he ensure a more strategic approach to resource allocation and management of the budget process and to enhance the governments capacity to control public spending (Ghana, Malawi, South Africand Uganda)
- Strengthening of accounting and auditing capacity (Ghana, Manawi, Uganda);
- Establishing of autonomous reven authorities to increase revenue from tax and customs (Ghana, Malawi, South Africa, Tanzania, Uganda)

Skill upgrading

- Service delivery
 - Service delivery surveys
 - Quality charters
 - → Programme evaluation

• Promoting accountable and transparent governments: Take

to governance issues

- → Rule-based state;
- election of leaders thru periodic free an competitive elections;
- freedom of expression and association guaranteed by constitution and respected.

- Accountability: Elements
 - Ensure that both elected and appoint who manage the public service are acc to the public; fficials
- Respect for electoral legitimacy;
 Internal control method (Hierarchical control internal audit, code of ethics)
- External control(courts, parliament, media, ombudsman)
- Transparency
 - Emphasis on public access to government information and participation which enhant the impartiality and fairness of government administration;
 - Promotes public participation in the administrative process (Botswana, Namibia, South Africa and Tanzania)