

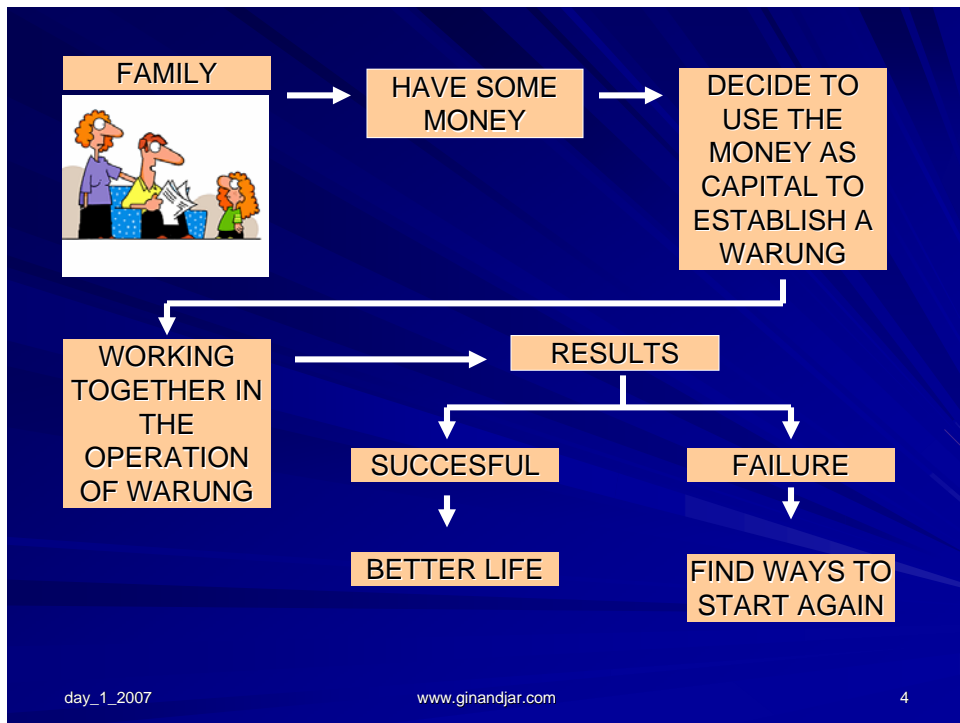
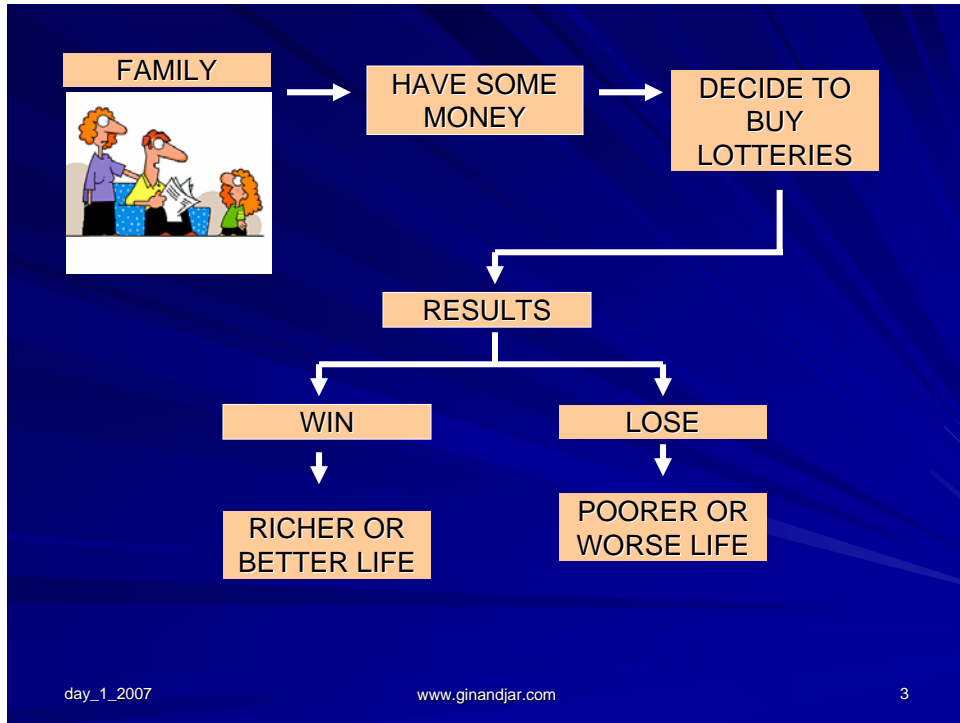
ROUND UP: COURSE ON THE THEORY OF PUBLIC ADMINISTRATION

Linkage Master Programmes
Double Degree FIA-UNIBRAW and Japanese Universities
The University of Brawijaya

1

PUBLIC ADMINISTRATION?

- WHY?
- WHAT?



WHAT IS PUBLIC ADMINISTRATION



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5

- ORGANIZATION IS THE **ANATOMY**, MANAGEMENT THE **PHYSIOLOGY**, OF ADMINISTRATION.
- ORGANIZATION IS THE **STRUCTURE**; MANAGEMENT IS THE **FUNCTIONING** OF ADMINISTRATION.

(WALDO, 1955)

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6

PUBLIC ADMINISTRATION IS

- THE ORGANIZATION AND MANAGEMENT OF MEN AND MATERIALS TO ACHIEVE THE PURPOSES OF GOVERNMENT
- THE ART AND SCIENCE OF MANAGEMENT AS APPLIED TO AFFAIRS OF STATE

(WALDO, 1955)

2

OBJECTIVES OF PUBLIC ADMINISTRATION

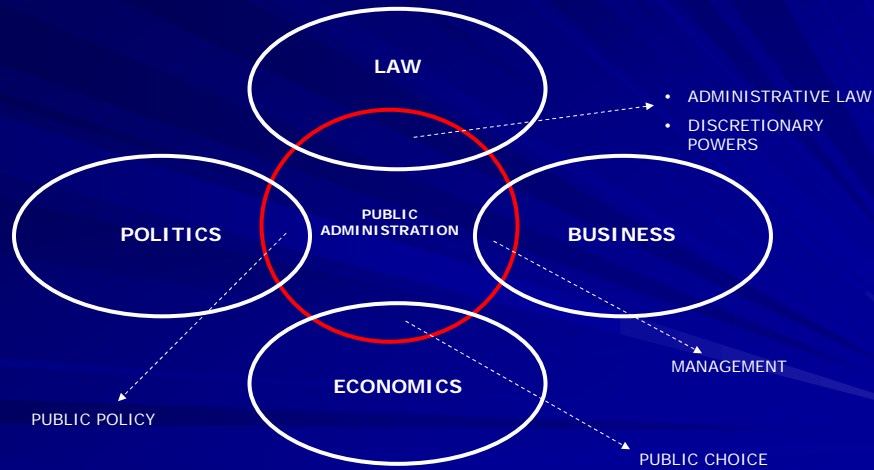
PUBLIC ADMINISTRATION IS GEARED
TOWARD THE MAXIMIZATION OF
EFFECTIVENESS, EFFICIENCY, AND
ECONOMY

(ROSENBLOOM, 2005)

3

PUBLIC ADMINISTRATION >< POLITICS
– DEMOCRACY >< EFFICIENCY

INTERDISCIPLINARY INTERFACE OF PUBLIC ADMINISTRATION



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11

PUBLIC ADMINISTRATION IN A DEMOCRACY



(ROSENBLOOM, KRAVCHUCK, 2005)

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12

4

OLD PUBLIC ADMINISTRATION >< NEW PUBLIC ADMINISTRATION

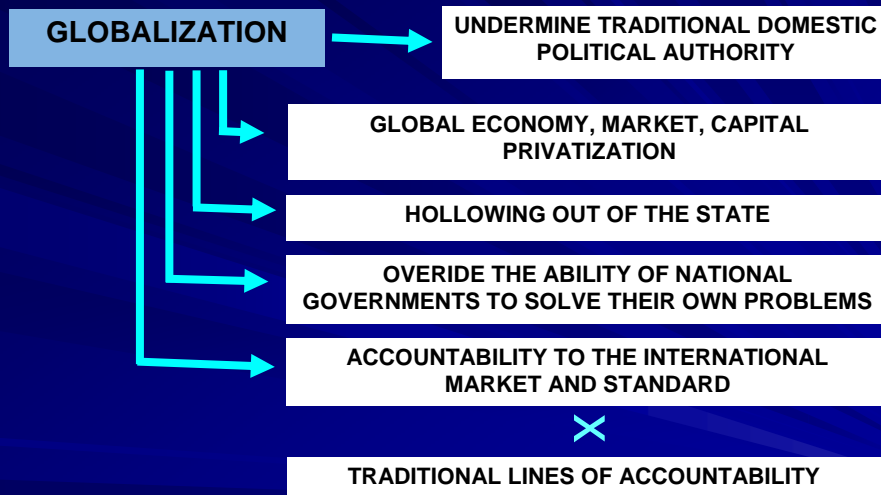
NEW PUBLIC ADMINISTRATION

- THE FOCUS OF “OLD” PUBLIC ADMINISTRATION WAS DISINCLINED TO EXAMINE SUCH TRADITIONAL PHENOMENA AS EFFICIENCY, EFFECTIVENESS, BUDGETING, AND ADMINISTRATIVE TECHNIQUES.
- THE NEW PUBLIC ADMINISTRATION WAS MORE CONCERNED WITH VALUES, ETHICS, THE DEVELOPMENT OF THE INDIVIDUAL MEMBER IN THE ORGANIZATION, THE RELATION OF THE CLIENT WITH THE BUREAUCRACY, AND THE BROAD SOCIETAL ISSUES SUCH AS POVERTY, URBANISM, HUMAN RIGHTS, TECHNOLOGY, AND ENVIRONMENT.

5

NEW PUBLIC MANAGEMENT

- WHY?
- WHAT?



NEW PUBLIC MANAGEMENT

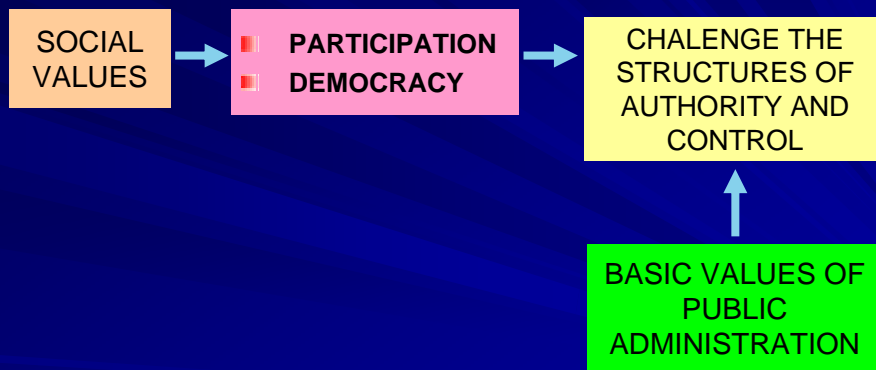
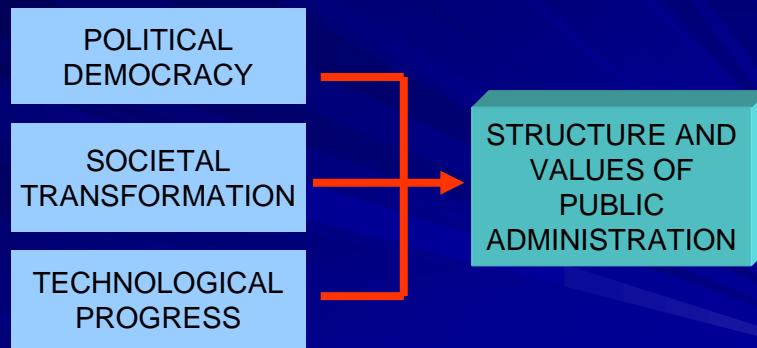
- THE NPM IS BECOMING THE DOMINANT MANAGERIAL APPROACH.
- ITS KEY CONCEPT-SOMEWHAT EVOLUTIONARY A DECADE AGO- ARE NOW THE STANDARD LANGUAGE OF PUBLIC ADMINISTRATION.
- TERMS SUCH AS "RESULTS ORIENTED", "CUSTOMERS FOCUSED", "EMPLOYEE EMPOWERMENT", "ENTREPRENEURSHIP", AND "OUTSOURCING", HAVE DOMINATED THE MAINSTREAM.

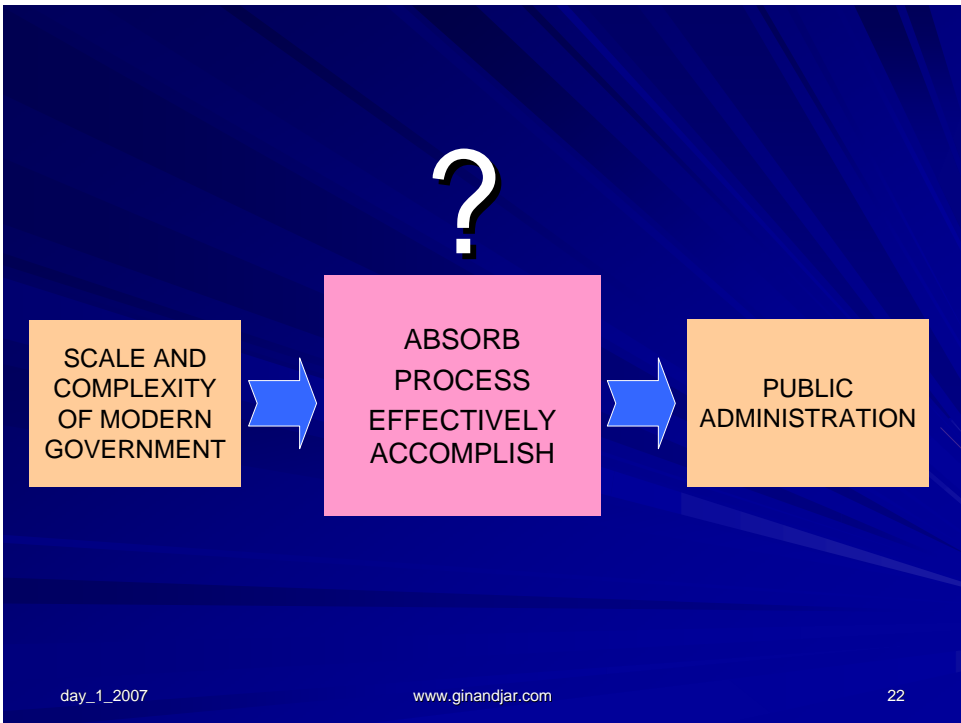
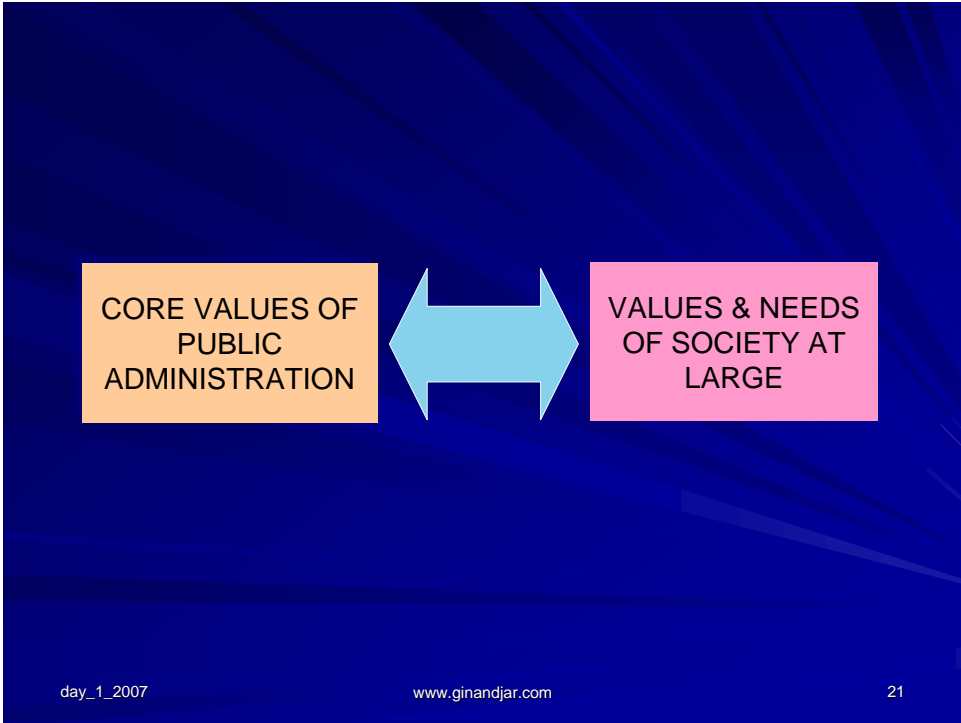
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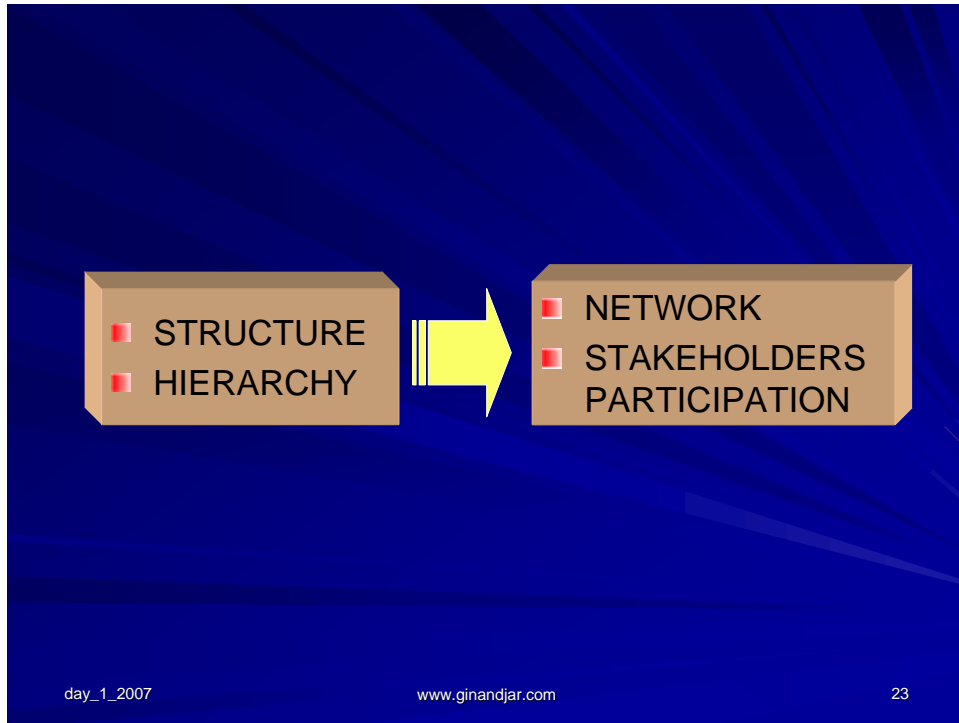
GOVERNANCE

- WHY?
- WHAT?

WHY GOVERNANCE?







- THE CONCEPT OF GOVERNANCE IS BROADER THAN GOVERNMENT, COVERING NON-STATE ACTORS (RHODES 1997).
- IT ACCEPTS THAT THE MANAGEMENT OF THE NATION'S AFFAIRS MIGHT NEED MORE THAN GOVERNMENT TO ENSURE EFFECTIVENESS; IT SEES PARTIES, COURTS AND INTEREST GROUPS NOT AS PROBLEMS THAT GOVERNMENTS MUST OVERCOME BUT AS PART OF THE BROADER PROCESS.
- *GOVERNANCE IS THE EXERCISE OF POLITICAL POWER TO MANAGE A NATION'S AFFAIRS (THE WORLD BANK, 1992).*

7

PLANNING

- WHY?
- IS PLANNING STILL RELEVANT IN A MARKET ECONOMY ?
- PLANNING THE PROCESS.

WHY PLANNING?

- DECREASING UNCERTAINTY
- INTEGRATING SOME RATIONAL METHODS AND TECHNOLOGIES INTO PROBLEM SOLVING PROCESS AND DECISION MAKING PROCESS
- PROVIDING THE CHANCE AND BLUE PRINT TO CONTROL AND MONITOR THE PUBLIC EFFORTS FROM TIME TO TIME
- INCREASING PARTICIPATION FROM THE PEOPLE ON DECISION MAKING, AT LEAST WIDENING THE HORIZON OF THE PUBLIC EXPONENT

8

COMPARATIVE PUBLIC ADMINISTRATION

- DEVELOPMENT ADMINISTRATION
- ROLE OF CULTURE

DEVELOPMENT ADMINISTRATION

- DAHL AND WALDO POINTED OUT, CULTURAL FACTORS COULD MAKE PUBLIC ADMINISTRATIONS ON ONE PART OF THE GLOBE QUITE A DIFFERENT ANIMAL FROM PUBLIC ADMINISTRATION ON ANOTHER PART.
- THE MOVEMENT GAVE RISE TO A SEMIAUTONOMOUS SUBFIELD OF COMPARATIVE PUBLIC ADMINISTRATION IN WHICH **DEVELOPMENT ADMINISTRATION** CONCENTRATES ON THE DEVELOPING NATIONS.
- THE CONCERN OF DEVELOPMENT ADMINISTRATION IS HOW CAN THE IDEAS AND MECHANISMS OF PUBLIC ADMINISTRATION BE USED AS INSTRUMENTS OF SOCIAL AND ECONOMIC DEVELOPMENT?

■ THE THREE PROBLEMS OF DEVELOPMENT ADMINISTRATION:

1. HOW PURPOSEFULLY TO GUIDE GOVERNMENT ACTION TOWARD DEVELOPMENT OBJECTIVES;
2. HOW ACTUALLY TO TAKE ACCOUNT OF THE MANY AND COMPLEX INTERDEPENDENCIES OF SOCIETAL CHANGE; AND
3. HOW TO INSURE THAT GOVERNMENTAL ADMINISTRATION IS DYNAMIC AND INNOVATIVE.

CULTURAL DIMENSION

- ADMINISTRATIVE INSTITUTIONS ARE PART OF THE GREATER CULTURE OF THEIR SOCIETY AT THE SAME TIME THAT THEY DEVELOP AND NURTURE THEIR OWN ORGANIZATIONAL CULTURES.
- THERE ARE AN ALMOST INFINITE VARIETY OF PUBLIC ORGANIZATION CULTURES. HOWEVER, THEY ALL HAVE THIS IN COMMON: THEY INTERACT WITH THE OUTSIDE ENVIRONMENT OF THE OVER-ALL CULTURE. IN THIS SENSE ALONE IT CAN BE SAID THAT ALL PUBLIC ORGANIZATIONS MUST DEAL WITH TWO CULTURES: THEIR UNIQUE INTERNAL CULTURE AND THE COMMON OUTSIDE CULTURE.

9

ADMINISTRATIVE ETHICS

- WHY?
- WHAT?

- **ETHICS** CONCERN WITH WHAT IS RIGHT AND WHAT IS WRONG.

(FREDERICKSON, 1994)

- **ETHICS** CAN BE CONSIDERED A FORM OF SELF-ACCOUNTABILITY, OR AN “INNER CHECK” ON PUBLIC ADMINISTRATORS CONDUCT.

(ROOSENBLOOM, KRAVCHUCK, 2005)

- **ACCOUNTABILITY IS THE DEGREE TO WHICH A PERSON MUST ANSWER TO SOME HIGHER AUTHORITY FOR ACTIONS IN THE LARGER SOCIETY OR IN THE AGENCY.**

- **ACCOUNTABILITY IS DETERMINED BOTH EXTERNALLY (BY CODES OF ETHICS, LEGAL MANDATES CONTAINED IN A CONSTITUTION AND AUTHORIZATION LAWS, AND PROFESSIONAL CODES OR STANDARDS) AND INTERNALLY (BY AGENCY RULES AND REGULATIONS OR PERSONALLY INTERNALIZED NORMS OF BEHAVIOR AND MORAL ETHICS).**
- **DEMOCRACY REQUIRES A SYSTEM OF ACCOUNTABILITY: CHECKS AND BALANCES ON GOVERNMENT STRUCTURES, THE SECURITY OF REGULAR AUDITS, AND THE INQUISITIVE EYE OF COMMUNITY AND MEDIA WATCHDOGS.**

(ROOSENBLUM, KRAVCHUCK, 2005)

10

THE FUTURE OF PUBLIC ADMINISTRATION – E-GOVERNANCE?

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35

E-GOVERNANCE

- 1) INFORMATION IS NO LONGER “WALLED IN”, NO LONGER CONSTRAINED BY TIME AND SPACE. INFORMATION IS WIDELY AVAILABLE TO PEOPLE REGARDLESS OF STATUS, POSITION, WEALTH, LOCATION, RACE, ETHNIC OR CULTURE.
- 2) INFORMATION TECHNOLOGY GIVES A NEW IMPETUS TO GOVERNANCE AS IT OPENS UP AND WIDENS THE WAY AND MEANS FOR POPULAR PARTICIPATION IN PUBLIC DECISION MAKING PROCESSES.

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36

- 3) E-GOVERNANCE REFERS TO THE DELIVERY OF INFORMATION AND SERVICES ONLINE THROUGH THE INTERNET OR OTHER DIGITAL MEANS.
- 4) THE E-GOVERNANCE PROMISES A NEW HORIZON IN PUBLIC ADMINISTRATION AS IT WILL CUT COSTS AND IMPROVE EFFICIENCY; MEET CITIZEN EXPECTATIONS; IMPROVE CITIZEN RELATIONSHIP; ENHANCE CITIZEN PARTICIPATION IN ADMINISTRATIVE PROCESSES; INCREASE EFFECTIVENESS OF PUBLIC CONTROL; FACILITATE ECONOMIC DEVELOPMENT.