

13th International Colloquium of
"Public Policies and Management" Review

**A GENERATION OF REFORMS IN PUBLIC MANAGEMENT :
WHAT NOW ?**

20th anniversary of *Revue "Politiques et Management Public"*

Strasbourg, Ecole Nationale d'Administration

Monday 24 and Tuesday 25 November 2003

CALL FOR PAPERS

Paper proposals (between 4 000 and 5 000 characters + form) sought for the 10th of May, 2003.

Warning: the terms " State", " public administration", and "public sector" that appear in the following document, refer to an extended field of study: central administrations, regional entities, local governments and administrations, state-owned companies, regulatory authorities and supranational organizations...

What is left after 30 years of projects and programs to reform central governments and administrations, throughout the world ? What have we learned that may help us in our choices today and tomorrow ?

What strategies of reform turned out to be the most efficient ? Can things be changed without reform ? What paradigms of public management were the strongest ? Which have survived ? How have the range and the means of public action been modified, and what are the consequences for the future ? Does reforming the public sector simply mean to move the line that separates public from private ? How has time affected these reforms ? 30 years later, should we expect a revolution or hope for the continuation of a movement now anchored in reality ? How did we go from a principle of control to a system of regulation ? Have Central governments given themselves the means and the capacity to regulate ?

On the occasion of its 20th anniversary, the Review wishes to make an assessment of these reforms. In this perspective, this colloquium will be a retrospective analysis as well as a projection into the future : our goal is to evaluate the failures and above all the successes of past experiences, and determine how they can be used as references for the future of public sector reform.

This colloquium will touch on both French and foreign experiences so as to compare reforms undertaken in different environments and under different constraints, underlining the points of convergence and divergence. The diverse analysis of the question of the State and its evolution will separate the truly useful experiences from the rhetoric and the persisting illusions.

The field of studies proposed covers the tools of public management, management functions, the sectors of activity, public policies, and the different disciplines at play in the various mechanisms of reform.

Though they do not pretend to exhaust the field of study, the following points can be taken as guidelines :

1. Goals of the reforms

The objectives assigned to the reforms are an indication of the nature and the intensity of the awaited changes. The definition, the precision and the measurement of the goals are the first issue of reforms.

- What were the operational goals of the reforms of the last 30 years ?
- Were the original issue of efficiency and effectiveness in the goals of the reforms intact after attempts to import formulas from the private sector ?
- The evolution, the discrepancy and the abandonment of the initial goals of reform: how, why, by whom ?
- Were there any areas ignored by administrative reforms such as the management of social programs ?
- To what extent were the goals of the reforms, as well as the results, dictated by exogenous phenomena, such as, for example, the computer revolution ?

2. Paradigms of reform

The theories of public management have often sought their legitimacy in the unequivocal use of the tools of management presented, each in its turn, to decision makers as a cure-all when, on the contrary, administrative reforms have had to mobilise a complex combination of concepts, policies and tools.

- The models, paradigms and the doctrines of public management. The contribution of different disciplines to management: economics, sociology, law...
- The contribution of management theories to reforms of the public sector.
- Are the think-tanks of management the same as the think-tanks associated with reforms ? What is the impact of this dissociation and its evolution ?
- The modes, taboos, and illusions as far as reform of the State is concerned.
- Have the reforms modified the range of the rule of law ? Does this change oblige us to a transgression of the rule ?

3. Strategies and implementation of reforms

The development of reforms must take into account the strategies of their implementation. Unfortunately, the strategies of implementation are often given secondary consideration in the design of reforms.

- The role of actors, interest groups and coalitions in the success or the failure of reforms ? The importance of international pressure (EU, WTO), the expansion of multinational corporations and easy fiscal dissimulation ?
- The impact of implementation strategies on the content of reforms.
- Implement global reforms or sectoral reforms ?
- The role, the imperatives and the attitudes of politicians in the face of reform.
- Who should be entrusted with the implementation of reforms ? How should that implementation be organized ?

4. Successes and failures in matter of reform

Numerous reforms, badly prepared, and badly carried out have failed. Nonetheless, examples, sometimes humble and thus overlooked, show that successes do exist and have improved daily life for the users.

- Criteria of success and failure of reforms : savings vs. user satisfaction ? Exact measurements vs. electoral validation ?
- The correlations between the extent of the reforms and their success. The correlations between the degree of definition of the outcomes and the chances of success.
- Must we improve the situation of the user or reform the organisation of services ? Have proximity and decentralisation of the levels of action been a guaranty of the success of reforms ?
- Have the reforms modified the boundaries of public administration ?

5. Feedback from past experiences and the lessons for the future of reforms

Have past reforms served as the basis for current reforms ? Today, it seems necessary to look back and compare ourselves to other countries in order to define and guide new actions.

- The basis of experience, lessons learned from past reforms.
- The definition and the agenda of new reform initiatives.
- The transmission and the diffusion of administrative know-how.
- Taking into account foreign experiences, in France and abroad.

6. Tools for evaluation and control in support of reforms.

Management control tools and the evaluation of public policies have modified the classic assumptions of administrative control. By introducing a goal-oriented culture, they contributed to the establishment of new demands by users/taxpayers and raised the question of public performance.

- Reforms induced by the tools and methods of evaluation.
- The measurement of productivity of services as a vector for change
- Technique and budgetary instruments at the heart of reforms.
- Costs and price of public services as basis for reforms.
- The impact of the reform of budgetary structures on State reform.

Contributions should meet the regular criteria of quality that apply to scientific colloquia, keeping in mind that there may be by non-specialist participants in the audience (or participants specialized in a different field). Authors should also keep in mind that there may be a number of foreign participants (this implies the need to explain technical notions and acronyms whose knowledge should not be assumed).

Submissions dealing with the success of practical experience are encouraged as rich learning experiences for the future.

This anniversary colloquium is noteworthy given its goal as a prospective assessment over a long period of time. From this point of view, the criteria that will maximise the chances of selection of a project are the following:

- a) retracing **the evolution** of facts and/or theories presented over a long period
- b) offering intra or international **comparisons**
- c) presenting rigorous **empirical** results

Paper proposals should be between 4000 and 5000 characters, they should indicate the concepts, disciplines and methods used, and where necessary, the data or the body of texts upon which they are based. The proposal should indicate, if possible, the principal bibliographical sources and references.

It is to be noted that a book will be published following the colloquium. A second selection will determine the list of contributions retained for publication ; authors may be requested amend their initial paper to insure editorial coherence.

TREIZIEME COLLOQUE INTERNATIONAL DE LA
« REVUE POLITIQUES ET MANAGEMENT PUBLIC »

UNE GENERATION DE REFORMES EN MANAGEMENT PUBLIC : ET APRES ?

Strasbourg, 24 et 25 novembre 2003

Formulaire de proposition de communication

Nom Prénom.....

Qualité (titre ou fonction)
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Organisme
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Adresse
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.....

Code postal et ville Pays

Téléphone avec indicatif
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Fax E-mail

Titre de la communication proposée
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Cette fiche et le résumé (4 000 à 5 000 caractères) sont à envoyer **pour le 10 mai 2003** dernier délai à :

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