

ACADEMIC STANDARDS

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ADMINISTRATIVE REFORM

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This article examines a specific institutional change in Israel. In 2003 the Israeli Knesset implemented the local authority unification plan, an unprecedented reform in the structure of local authorities in Israel. This article is about a local government reorganization taking place in a unique political culture. This article tries to integrate the role of political entrepreneurs within an Institutional and "learning" perspectives to offer an explanation to a local government structure, thus politicians influence and are influenced by a wide range of institutional norms and practices in a complex process of design and determination of institutional change. - Reproduced.

AGRICULTURAL PRICES

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- 15 Pandey, Gayendra**
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CITIZEN'S CHARTER

- 29 Ohemeng, Frank Louis Kwaku**
The new Charter system in Ghana: the `holy grail' of public service delivery?
International Review of Administrative Sciences, 76(1), 2010(Mar): p.115-36.

Public services delivery has been at the forefront of public sector reforms in many countries throughout the past three decades. Invariably, the desire is to do more with less, empower citizens, enhance transparency, and hold public servants accountable. Many countries have therefore developed a number of service delivery mechanisms over the years to achieve this objective. A good example is the Citizen's charter system. First developed in the United Kingdom, the idea quickly spread to other developed countries and, more recently, to some developing countries as well. Ghana has followed the lead

taken by these countries by developing its own Citizen's charter, which is believed to be the `holy grail' of service delivery in the public sector. The article attempts to examine the citizen's charter, evaluate its rationale, and any challenges that may be faced in its implementation. It argues that there are a number of constraints, which the government should have addressed before establishing the Charter. The government's failure to address these challenges, it is argued, will significantly affect the success of the program. -
Reproduced.

CIVIL AND POLITICAL RIGHTS

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The impact of AIDS on the Botswana civil service: a case study of the police and prison services.

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That HIV/AIDS has had an enormous impact on southern

Africa in general, and in Botswana in particular, is not in doubt. Numerous studies have documented certain aspects of the problem - high HIV prevalence rates, increasing numbers of orphans and vulnerable children, declining average life expectancy, and a high number of deaths among adults during their most productive years. Scholars have engaged in speculation about the possible impacts that this disease might have on social relationships, economic growth and development, and governance in both the near and the long terms. But these studies are only forecasts of possible futures, not data driven analyses. This study closely examines data available from two agencies in the Botswana civil service, the police and prisons services in an effort to assess, albeit indirectly, any impact that the HIV/AIDS crisis may have had on the workforce. Although the AIDS epidemic in the country as a whole was reflected in the experience of these services, neither agency suffered the devastating effects some feared. - Reproduced.

- 33 Roch, Christine H., Pitts, David W. and Navarro, Ignacio Representative bureaucracy and policy tools: ethnicity, student discipline, and representation in public schools. Administration and Society, 42(1), 2010(Mar): p.38-65.**

This article examines how racial and ethnic representation influences the tools that public officials use in designing policy. We use Schneider and Ingram's policy tools framework to empirically test how racial and ethnic representation affects student discipline outcomes in a sample of Georgia public schools. We find that schools with balanced racial and ethnic representation are more likely to adopt learning-oriented discipline policies, whereas those with imbalanced representation are more likely to implement sanction-oriented policies.

the results demonstrate that representation is an important lever in policy design, with broad social and political consequences that extend beyond the immediate organization. - Reproduced.

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**International Review of Administrative Sciences, 76(1),
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The interest in the origins of present-day government is often derived from the thought that its current functioning and problems can be at least partially explained by the institutional choices made at the moment of origin. The institutional reforms made during the so-called French (or Napoleonic) era divert attention from the at least equally relevant Ancient Regime reform origins. For a thorough understanding of the origins of a 'modern' governmental system we have to examine the Ancient Regime period more closely. This is highly relevant in the Dutch case. Contrary to popular opinion, during the Republic a more centralized system of government did gradually develop from the two power centers (Stadtholders and Estates-General). - Reproduced.

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Mainstream, 48(23), 2010(28 May): p.19-20.

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**Toward a theoretical framework for ethical decision
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Much research has been done on the way in which individuals in organizations deal with their discretion. This article focuses on the literature on street-level bureaucracy and the literature on ethnical decision making. Despite their shared attempt to explain individual behavior and decision making, these research traditions have been developed quite independently. Moreover, although they both list relevant influencing factors, they do not succeed entirely in clarifying how and under which circumstances these factors have an impact on individual behavior and decision making. This article attempts to substantiate how the concept of social mechanism could help to open the black box of causation. - Reproduced.

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Reforming the staffing process in the European Union
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Since the 1960s, the EU institutions have relied on a system of open competitions (or concurs) for hiring staff, with only incremental changes. That system is now undergoing a major reform that is currently in the implementation phase. A policy analysis approach explains how the leadership of the European Personnel Selection office (EPSO) overcame resistance to change. Analysis from a public management and political sociology perspective sheds light on the challenges EPSO faces in the implementation and evaluation of the reform. -
Reproduced.

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In this paper I suggest that it is tangible Inequality, a growing monster in the world that is breaking all spaces into conflict ridden spaces. I suggest that the speed and starkness with which it is exhibiting itself is the outcome of the particular form of economic globalization where political economies are driven with purely hedonistic bases of economic progress, namely the growth of the monetized domestic product. That such a momentum or model of progress is on a self-destructive roll. I then suggest that in this context Gandhi offers a doable political economy where the ethical underpinnings of progress, drives the economy on a non violent road to wellbeing. - Reproduced.

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The Lyons Inquiry into local government in Britain represented a significant contribution to the debate on local government reform, with policy ramifications well beyond contemporary Britain. This article considers the Inquiry's concept of "place-shaping" as a mode of local government reform which captures the experience of a number of developing countries in recent years. By way of illustrative examples, we examine these processes in the specific contexts of South Africa and Indonesia. In particular, we consider whether the devolution of functions to municipalities in developmental settings constitutes place-shaping, and how this bears on processes of local government reform in developed nations. - Reproduced.

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This research attempts to apply U.S. based measures in order to examine municipal fiscal conditions in Thailand. Fourteen municipal governments located in the central and eastern regions of the country are explored, utilizing data from FY 2001 to 2006. The findings show that the selected measures of revenue-raising capacity and expenditure provide a sensible picture of Thai municipal fiscal conditions when compared to U.S. cities during past decades. Large, highly populous central cities as well as semi-rural, residential areas are fiscally weak. By contrast, suburban and industry-based cities are fiscally healthy. This study provides a foundation for the design of intergovernmental transfer systems that takes into account the local fiscal conditions and helps to extend the external validity of existing analytical tools. - Reproduced.

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The chapter focuses on how bio-systems, their pervasiveness and extent in the living world, and their technological attributes are conceived in the day-to-day sustainability management by religious traditions in Bangladesh, especially Hinduism and Islam. Both traditions encourage self-reliant living with sustainable consumption practices and by recycling natural resources. People are persuaded by local elders and mentors to lead simple, naturalistic and spiritual lifestyles within the limited renewable resources of their vicinity. - Reproduced.

MANPOWER

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Localizing the private sector workforce in the gulf cooperation council countries: a study of Kuwait.
International Journal of Public Administration, 33(4), 2010(Mar): p.169-81.

The Gulf States have the highest numbers of migrant workers in the world (Shah, 2006). The rapid economic growth these states have witnessed over the last five decades has made them an attraction to foreign labor from around the world. This study explores the problem of the low rate of citizens working in the private sector in the Gulf Cooperation Council (GCC) states, with a focus on the state of Kuwait. In order to gain a better understanding of the phenomenon under study, the problem

is contextualized in the wider region by examining localization efforts in two other GCC countries: the United Arab Emirates (UAE) and Saudi Arabia. Considering the similar demographical, economic, and social conditions among GCC countries, the study was conducted in the State of Kuwait. - Reproduced.

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Trust in governance networks: its impacts on outcomes.

Administration and Society, 42(2), 2010(Apr): p.193-221.

Governance networks are characterized by complex interaction and decision making, and much uncertainty. Surprisingly, there is very little research on the impact of trust in achieving results in governance networks. This article asks two questions: (a) Does trust influence the outcomes of environmental projects? and (b) Does active network management improve the level of trust in networks? The study is based on a Web-based survey of respondents involved in environmental projects. The results indicate that trust does matter for perceived outcomes and that network management strategies enhance the level of trust. - Reproduced.

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Medina, Agustin
Identifying and assessing valuable resources and core
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International Review of Administrative Sciences, 76(1),
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The resource-based view has been one of the most relevant theoretical approaches in Strategic Management. However, its use has not been widespread in public management practice and research. This work aims to apply its premises to public organizations to support strategy formulation. To that end, a set of deductive procedures has been designed to identify the organization's valuable resources and its core capabilities. These procedures seek to reinforce the coherence between the internal diagnosis and the organization's objectives and to make that diagnosis more systematic and exhaustive. They have been applied to a Spanish University to illustrate its utility. - Reproduced.

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The primary purpose of the paper is to examine the process of empowerment at the grassroots level through the 73rd amendment of the Indian Constitution. Basis on the empirical study of the panchayat elections, the paper argues that the despite constitution provision which are implemented the informal power remains in the hands of the upper caste rich landowners making the formal structures of power ineffective in villages. -

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Many developing countries currently face tightening fiscal constraints as a result of the global financial crisis and associated reduction in both credit and demand. Policy makers therefore have less fiscal space within which to undertake projects, so the opportunity cost of any mis-allocation of resources will be correspondingly higher. There is therefore an increasing need to rely more on evidence-based policymaking (EBPM). This is particularly so for large infrastructural projects, as these tend to be costly, and especially for transportation projects as these are particularly prone to result in sub-optimal outcomes. This paper examines the policy process for the implementation of the Jamaican

Highway 2000, one of the largest and most costly infrastructure projects in Jamaica in recent years. A number of primary and secondary data sources were explored to ascertain the extent to which the decision to implement the project reflects a case for evidence-based decision-making in practice. This made it clear that the decision was taken at least partly on political grounds, largely in the absence of any supportive evidence, and on the basis of over-optimistic and unrealistic assumptions, and that this has created a number of serious, long-term challenges for Jamaica. - Reproduced.

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A very tangled web: public and private redux.
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A recent Indiana Court of Appeals ruling raises significant concerns about the continuing erosion of the line between public and private, and the proliferation of the "unintended consequences" that flow from sectoral blurring. The authors use that case to introduce a broader discussion of the merits and drawbacks of public-

private contracting, and the challenges in distinguishing among organisational types in an era that has seen considerable overlap in organizational characteristics. The authors survey the literature on these subjects and conclude with a discussion of the underappreciated financial, ethical, and constitutional implications of the erosion of clear sector distinctions. - Reproduced.

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PUBLIC ADMINISTRATION

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A methodological assessment of ten years of Canada's citizen's first satisfaction survey research.
International Review of Administrative Sciences, 76(1),

2010(Mar): p.85-91.

Several recent articles have commented on positive developments in Canadian public service delivery capabilities (Bent et al, 1999; Flumian et al, 2007; Kemaghan, 2009). Many of these developments have originated within the Canadian public service ranks in spite of the fact that decision-makers in top political offices have relegated service improvements to lower priority status (Alcock, 2009). Furthermore, public sector managers are interested in knowing how well citizens feel they are performing - what they are doing well and what they need to do to improve. Without question, demand for performance information is driven by public managers' desires to deliver better services to constituents, but demand is also increasing because public sector managers are being required to justify the use of scarce public resources. Thus, a review of just how well citizen surveys are constructed, implemented and interpreted could be quite valuable. In this brief comment I summarize the results of my methodological review of one of Canada's leading citizen surveys - Citizen's First Satisfaction Survey. The survey has progressed through five iterations, spanning the period from 1998 through 2008, and the sixth iteration is presently in the development stage. My comments begin by focusing on the structure and process involved in developing, fielding and interpreting the citizen's First (CF) instrument. the specific research objectives are identified for each CF project. Methodological strengths and weaknesses of each project are then outlined, followed by a general assessment of CF's effectiveness from both technical and practical perspectives. - Reproduced.

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Four challenges to accountability in contemporary public administration: lessons from the United States and China. Administration and Society, 42(1), 2010(Supplement): p.11-33.

Using the Romzek-Dubnick typology of accountability, the authors analyze challenges that reinvention and new public management reforms in the United States and China present with regard to maintaining legal controls, protecting non-mission-based administrative objectives, pursuing public values, and sustaining hierarchical authority. The authors show that reforms - especially outsourcing and results orientation - have very different consequences in the dissimilar U.S. and Chinese legal and political settings. The analysis contributes to those Public administrative theories holding that when it comes to reform, law and politics matter, and that even when administrative problems are similar across nations, their solutions may differ. - Reproduced.

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Records management: a key element for effectiveness, accountability and development in the Greek public administration.

International Journal of Public Administration, 33(5), 2010(Apr): p.262-87.

Records management is a fundamental activity of public administration. Public records are a crucial component of the most human actions. they form the basis of any political and legal system and secure human rights. Records Management Systems provide information for planning and decision making, promote the government accountability, improve servicing citizens and ensure the

organizations' enactments legitimacy. This article presents and evaluates the records management practices of the core Greek Public Administration by conducting a survey concerning the Greek Ministries and trying to find out in what level the records management initiatives are embedded in the business culture and applied by the Greek Public Agencies. - Reproduced.

310 Gagnon, Yves. C. et al

Multi-channel delivery of public services: a new and complex management challenge.

International Journal of Public Administration, 33(5), 2010(Apr): p.213-22.

A strategic challenge facing all governments today is how to deliver services effectively and efficiently. At one time, they thought that they could meet this challenge by exploiting technology and going the E-government route with the promise of single-window, integrated, intelligent service delivery. Very quickly, however, they had to accept the fact that they would have to overcome a multitude of obstacles and that individual and corporate clients often preferred to receive service in traditional ways. As a result, the delivery of public services is becoming increasingly multi-channel: over the counter, by mail and telephone, over the Internet, via text and television, etc. There is therefore a need to identify some kind of model for managing this highly complex new phenomenon effectively and efficiently. By conducting research in the field with the help of case studies and international benchmarking, it was possible to identify the main variables in the degree of effectiveness and efficiency of multi-channel public service delivery and develop the outline of a model representing the underlying factors. - Reproduced.

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Are we being served? a critical perspective on Canada's citizens first satisfaction surveys.

International Review of Administrative Sciences, 76(1), 2010(Mar): p.65-83.

Background: citizen satisfaction surveys are used in many jurisdictions to measure attitudes towards public services and inform service delivery improvement strategies. Canada is regarded as a world leader in the field due to its internationally influential Citizens First surveys, **Aim:** This study aims to determine the soundness of the design, execution and reporting of Canada's Citizens First surveys. **Method:** it presents a critical methodological review drawing on several social scientific paradigms including survey research, interpretivism and post-structuralism. **Results.** The citizens first surveys contain significant problems in terms of sample representativeness, validity of causal claims and treatment of subjective opinions. These surveys can also be criticized for the influence they have had on the direction of public service reforms. Survey findings have been invoked to support the shift to private sector models of delivery and encourage a narrow and passive view of the role of the citizen in official decision-making. These developments conflict with other realities and values in contemporary administration and governance. **Conclusion:** Canada's citizen satisfaction surveys contain important methodological weaknesses which must be acknowledged and rectified if reformers wish to extend the scope and effectiveness of current service delivery innovations. - Reproduced.

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Identity without boundaries: Public administration's canon (s) of integration.

Administration and Society, 42(2), 2010(Apr): p.131-59.

It is often charged that the study of public administration lacks boundaries and suffers from an identity crisis. This charge is grounded in a positivist belief in the unity of knowledge. From the perspective of positivists, the study of public administration lacks the epistemological unity that should make it a true science. Regarding public administration as an interdisciplinary study and practice makes it possible, indeed necessary, to include all theories, models, and concepts in use and not just those that are recommended and pursued by positivists. A conceptual map of knowledge integration efforts in public administration illustrates why public administration cannot, and should not be, a traditional academic discipline but rather must be understood as an interdisciplinary study and practice. - Reproduced.

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