# Index

Abbott, Tony 350  
Abdülhamid II 121  
accountability 41, 52, 235, 265, 333, 338, 451  
collective 82  
democratic 106  
mechanisms 173  
political 81, 93  
shared 333  
webs of 81, 88, 93, 452  
administrative management principles  
planning, organizing, staffing, directing, coordinating, reporting and budgeting (POSDCORB) 211  
Afghanistan 445–6  
Operation Enduring Freedom (2001–14) 69, 200, 221, 443  
presence of private military contractors during 209  
African National Congress (ANC) 5, 138, 141  
Cadre Policy and Deployment Strategy (1997) 141  
Albania 122  
Alfonsín, Raúl  
administration of 259–60  
electoral victory of (1983) 259  
Algeria 177–8  
Andrews, Matt 107  
Appleby, Paul 272  
Report for Government of India (1953) 276  
Argentina 6, 251, 262  
bureaucracy of 259–60, 262–3  
democratic reform in 259  
Anticorruption Office 262  
managerial reform in  
23,696 State Reform Act (1989) 260  
23,697 Economic Emergency Act (1989) 260  
Second Reform of the State 261–2  
National Reorganization Process (1976–83) 259  
public sector of 259–60  
Aristotle 110  
Asian Financial Crisis (1997–9) 342  
Association of Education Committees 68  
Australia 4, 7, 17, 25, 96, 337, 341–2, 351, 365  
Australian Capital Territory 361  
Australian National Audit Office (ANAO) 333, 350  
Australian Public Service Commission (APSC) 328–9, 336  
*Tackling Wicked Problems* (2007) 347  
Australian Taxation Office (ATO) 334  
Centrelink 335, 338  
closure of 330–31  
Council of Australian Governments (COAG) 344–5, 352  
Closing the Gap program 355–8, 365  
Reform Council 357, 365  
trials (2002) 352–4  
Department of Education, Employment and Workplace Relations (DEEWR) 335  
Department of Families, Housing, Community Service and Indigenous Affairs (FaHCSIA) 334–5  
Department of Finance 327–8, 333, 344  
Department of Human Services (DHS) 330, 335
Department of Prime Minister and Cabinet 327–9, 338, 344, 346, 351, 357, 363  
Cabinet Implementation Unit 332  
Department of Social Security 330  
Department of Treasury 344, 363  
environmental policies of Environment Protection and Biodiversity Conservation Act (1999) 360  
Garnaut Review 362–3  
greenhouse gas reduction 362  
Engage (2009) 347  
NRM policies of 359, 361, 363  
Great Barrier Reef 359  
Indigenous population of 349–51, 354–7, 364  
Aboriginal and Torres Strait Islander Commission (ATSIC) 353  
disadvantages facing 351–2, 358  
expenditure 350  
Indigenous Affairs Arrangements (IAAs) 353–4  
Indigenous Communication Coordination Taskforce 354  
Indigenous Coordination Centres (ICCs) 352–5  
Ministerial Taskforce on Indigenous Affairs 353–4  
Secretaries’ Group on Indigenous Affairs (SGIA) 354  
Shared Responsibility Agreements (SRA) 352  
Kimberly region  
Mulan Aboriginal Community 352  
Management Advisory Committee (MAC)  
Empowering Change (2010) 348  
Murray-Darling Basin 360–62  
Murray-Darling ministerial Council 361  
New South Wales 360  
Productivity Commission 364–5  
public administration reform in 343  
Public Service (APS) 25, 64, 92, 324, 326, 328–9, 331, 335, 338–9, 342–3, 345, 348–9, 363  
Commonwealth Financial Accountability Review 328  
community engagement 336–7  
Project Wickenby 334  
Tackling Wicked Problems (2007) 351  
use of NPM in 325  
Public Service Commission 327  
Secretaries Board 329  
Queensland 360  
senior executive service (SES) 330  
Tasmania 360  
Victoria 360  
Austria 8, 371, 377, 387  
public service reform in perceptions of 390, 392  
Austrian School 25  
autonomy 41, 135, 146, 377–80, 395  
business 303  
expression of 48  
managerial 135, 379  
professional 64  
Aylwin, Patricio 256  
Bachelet, Michelle 258–9  
Barclays PLC 426  
Barnett formula 430  
Barroso, José Manuel President of EC 429  
Basel System 66  
Al Beblawi, Hazem 161  
Belgium  
social service system of 65  
Bharatiya Janata Party (BJP) 290  
Blackwater  
personnel of 217  
Blair, Tony 58, 422, 432, 436  
adминистration of 71  
‘Modernising Government’ programme of 22–3
electoral victory of (1997) 376
‘Third Way’ 376–7
Boles, Nicholas 431
Book of Song, The 297
Bouckaert, Geert
Public Management Reform 195
Bourgon, Jocelyne 185
Brazil 6, 444, 448, 450
administrative reform in 234–8
civil society involvement 238–9
Law 8.666 (1993) 236, 243
Master Plan for State Reform 236
national conferences 241–2
participatory budget 240–41
policy councils 239–40
Regime Júridico Único dos Servidores 236, 243
urban master plan 241
administrative structure of 227–9, 234
Chamber of Deputies 229, 231
executive power in 230–31
Federal Supreme Court (STF) 232–3
judiciary power in 232–4
Legislative Assembly 229
legislative power in 231–2
National Congress 231, 238
Senate 229, 231–2
Brazilian Federal Public Administration 234–5
Department of Public Prosecution 233–4
Department of Public Service Administration (DASP) 235
Federal Constitution 226, 228–30, 233–4, 239, 241
Article 49 232
Article 5 233
Federal Court of Accounts 232
FIFA World Cup (2014) 243
GDP per capita 226
government of 227
Independence of (1822) 227
military government (1964–85) 226
Minas Gerais 227–8, 238, 243
Ministry of Administration and Reform of the State (MARE) 236
Ministry of Education 242
Ministry of Finance 242, 244
Ministry of Health 242
Ministry of Planning 242, 244
Movimento Nacional pela Reforma Urbana (National Movement for Urban Reform) 241
Pernambuco 227, 238, 243
Porto Alegre 240
Rio Grande do Sul 227–8, 240
Santa Catarina 238
São Paulo 227–8, 238, 243
Bresser-Pereira, Luiz Carlos
role in creation of MARE 236–7
Bretton Woods 2
British Petroleum (BP)
Deepwater Horizon Oil Crisis (2010) 425
Buddhism 299
American 215
Argentinian 259–60, 262–3
Canadian 182
Chilean 255, 263
Chinese 309, 312
Chinese Imperial 114, 295, 297–8
Egyptian 160, 162, 164, 175–6, 180 federal 249, 251, 253–4
meritocratic 297–8, 301–2
modern 113
public 248, 251, 254–5, 363
reduction of 376, 390
reform 248
relationship with corruption 404, 412
Bush, George W.
administration of 220
use of program-level assessment 213
Calderón, Felipe 254
administration of 255
Cambodia 27
Canada 5, 25, 185, 450
bureaucracy of 182, 186–7
government of 188, 193
management culture of 192
Office of the Auditor General 193
Ottawa 187, 189, 193
Parliament 188, 195–6
Privy Council Office 189, 195–6
Public Accounts Committee 193
public service reform in 25–6, 182, 185, 189–91, 194–5
focus on NPM in 189–90, 452
focus on private sector management practices 189–93
Prime Minister’s Advisory Committee on the Public Service 189
Treasury Board
‘Health of the Evaluation Function’ 193
Secretariat 39, 189, 192–3
Canada-US Free Trade Agreement 186
capacity 330–32, 339, 444–5
via collaboration 332–3
concept of 323–4
development of 323
loss of 425–7
in public sector reform 326
central 327
externalizing 326
internal 327
management 326
third-party 327–8
capital
accumulation 171
finance 63
human 166, 328
capitalism 165–6, 184, 317, 443
Cardoso, Fernando Henrique 226, 242
administration of 236
Carroll, Lewis
Alice in Wonderland (1865) 110
Central Agency for Public Mobilization and Statistics (CAPMAS) 172
central performance management 61
Central Rural Policy Research Centre 313
centralization 48, 59, 90–91, 93, 173, 255, 264, 309, 372, 418, 449
criticisms of 94
derivative of policy making 88–9, 434
derivative of power 221, 238
Chavan, Ashok
Chief Minister of Maharashtra 287
Chicago School 25
Chile 6, 251, 263
bureaucracy of 255, 263
Concertación Alliance 255–6
Congress 257–9
Constitution of 256
democratic reform in 255–6
Consejo para la Transparencia (Council on Transparency) 259
Transparency Law (2008) 259
managerial reform in 249, 258
Program on State Modernization and Reform (2000) 257
Strategic Plan for Public Management Modernization 256–7
Ministry of Finance
Budget Directorate 256
public administration 257–8
public sector of 256
China 7, 66, 104, 113, 115, 122, 298–9, 311, 318, 444
Anhui Province 313–14
Lixin County 316
Beijing 313–14
bureaucracy 302–3, 309
decentralization 309
Imperial 114, 295, 297–8, 298
Civil Service Law 308
Company Law (1994) 310
Confucianism as state ideology in 297, 302
corruption in 116
economy of 312
GDP per capita 309, 312
government of 200
Guangdong Province
Shunde District 316
Han Dynasty (206BC–220AD) 114, 297, 299
Hebei Province 315
Xian’an District 315
Hong Kong 112, 117
Ministry of Civic Affairs 311–12
Andrew Massey and Karen Johnston - 9781781954492
Downloaded from Elgar Online at 08/21/2019 10:23:05PM via free access
Opium Wars (1839–42/1856–60) 296
public administration in 104, 111–12, 114, 295, 304
reforms 311, 314–17
Qin Dynasty (221–206BC) 295
Song Dynasty (960–1279) 297
State Assets Supervisory Commission 310
State Council 310, 313, 315
Tang Dynasty (618–907) 297–8
Tiananmen Square Incident (1989) 313
Chinese Communist Party
Central Committee Plenum 312
members of 308
Thirteenth Party Congress (1987) 308–9
Chrétien, Jean 183
Christian Democrats (Chile) 255
Christianity 5
climate change 358
carbon pricing 363
greenhouse gas reduction 362
Clinton, Bill
administration of 18, 208–9, 448
National Performance Review (NPR) 208–9, 213–14
State of the Union Address (1996) 204
Cold War 209, 443
collaborative leadership 81, 87–8
Colombia 263
commercialization 326, 344
Common Assessment Framework (CAF) 39, 42
Commonwealth Games 286
Secretariat 139
communism 184, 373, 394
as state ideology of Imperial China 297
key tenants of 300–302
neo-Confucianism 115–16, 118
New 117–18
rationale of 300–301
Confucius 295
Conservative Party (Australia) 362–3
Conservative Party (UK) 25, 417, 428, 431
decline in Scotland 429–30
electoral manifesto (2015) 429
Corporatization 326
anti-corruption organization 47, 290, 304, 445
measurement of 47, 173
petty 173, 178
relationship with bureaucracy 404, 412
Cyprus 428
Del Rúa, Fernando
administration of 262
attempted managerial reforms of 262
administrative 135, 141–2, 152, 375
of human resources 143
organizational 25
political 375
programmes 27–8
Democratic Party 6, 15, 212, 222
Deng Xiaoping 309
‘Southern Tour’ (1992) 314
Denmark 26
public management reform in 27
Ding Zouming 316
Dong Zhongshu 295
Dreze, Jean 274
Drummond, Don 185
Du Gay, P.
Du Runsheng 314
Duggett, Michael 24
Durkheim, Emile 75
concept of ‘elementary dimensions of variation in institutional forms’ 67, 71–3
e-Government Readiness Index (2004) 177
Egypt 5, 158, 178
23 July Revolution (1952) 158, 163
administrative governance system of 158–9, 171, 173–4
civil service 164, 175
administrative reform in 162, 164, 167–8, 179–80
Citizens Relationship Management (CRM) 177
Egyptian Government Services Portal 177
Egyptian Regulatory Reform and Development Activity (ERRADA) 176–7
National Telecommunications Regulatory Authority (NTRA) 168
Alexandria 174
British Occupation of (1882–1922) 162
bureaucracy of 159–60, 162, 164, 170–72, 175–6, 180
Cairo 174
Constitution (1971) 160
Constitution (2012) 161–2
corruption in 162, 165, 167–9, 173, 178
economy of 166–8, 170
GDP per capita 170
General Authority of Petroleum 172
government of 160–61, 174
military of 166
Ministry of Administrative Development 172
Ministry of Agriculture and Land Reclamation 171–2
Ministry of Irrigation and Water Resources 171
Ministry of Labour Force 163–4
Ministry of Manpower and Immigration 172
Ministry of Petroleum 172
Ministry of State for Administrative Development (MSAD) 177–8
Nile, River 162
parliament of 161–2
Cabinet 160–61
Consultative Council 161
People’s Assembly 161
public sector of 174–6
Revolution (2011) 169
Structural Adjustment Plan (1991) 167
welfare state of 158–9
Eisenhower, Dwight D. 200–201
Emerson, David 189
Endresen, Cecile 122
Erasmus University 86
Erdoğan, Recep Tayyip 121
Estonia 8, 371, 378, 384, 387, 393
public service reform in 371–2
perceptions of 387–8, 391
use of NPM in 394–5, 447
economics 110, 392
European Central Bank (ECB) 428
oversight capabilities of 429
European Commission (EC) 401–2, 428
personnel of 428
recommendations on Slovenian government debt 399
White Paper on Governance (2001) 446
European Council
members of 429
European Economic Community (EEC)
members of 417
European Foundation of Quality Management (EFQM) 39–40
European Monetary Union (EMU) 400
European Union (EU) 3, 28, 50, 66, 122, 369, 374, 381, 394, 400, 402, 404–5, 416, 428–9, 437, 452, 455
accession criteria 371–2
e-governance in 371
member states of 8, 87
Stability and Growth Pact 402
Eurozone 402
executive government 81–2, 87–8, 91, 95, 98–9
central capability/implementation 89–90
core executive 83–4
court politics 94, 96
formal/informal coordination 92
interpretive turn 94–5
modernist empiricism 82–3
networks 92–4
political accountability/webs of accountabilities 93–4
political biography 83
presidential studies 94, 97
institutional presidency 97–8
prime-ministerial predominance 84–5, 88–9
Ezz, Ahmed
personal finances of 168

federalism 92, 207, 220, 272
dual 202
Finland
Government Programme (2004) 21
Ford Motor Company 453
personnel of 15
Fox, Vicente 253–4
administration of 255
France 8, 26, 177, 371, 378, 384, 387
autonomy of public sector executives in 380
goal ambiguity in 378
impact of Global Financial Crisis (2007–9) on 394
Ministry of Finance 393
public administration reform in
General Public Policy Review 372
perceptions of 387–8, 392
use of NPM in 372, 394, 447
Franco, Francisco 376
Fraser-Moleketi, Geraldine
South African minister for Public Service and Administration 139, 141
Fukuyama, Francis 2, 104–5, 107, 109, 115
view of governance 50, 443

Gaebler, Ted 18
Gandhi, Indira 273
Gandhi, Mahatma 273, 291
Gandhi, Rahul 291
Gandhi, Rajiv 274
Gandhi, Sonia 284
Ganguly, A.K. 288
Garfield, James A.
assassination of (1881) 211
Garnaut, Ross
Garnaut Review 362–3
Gaus, John M. 271
Geographic Information Systems (GIS) 42
Germany 8, 26, 371, 373, 378, 387
autonomy of public sector executives in 380
Fall of Berlin Wall (1989) 8, 49, 296
goal ambiguity in 378
impact of Global Financial Crisis (2007–9) on 394
public administration/sector reform in 386
perceptions of 387–8, 390, 392
use of NPM in 385

Ghosh, Dipak
Chair of Indian Competition Commission 285
Gillard, Julia 92
Gladstone, William Ewart
health policies of 62
Global Business and Economic Roundtable on Addiction and Mental Health 194
impact on governance 36
impact on public administration reform 393–4
impact on public sector reform 405–6
Global Integrity 173
globalization 5, 22, 104, 182, 274
impact on public sector 184
Google, Inc. 187
Gore, Al 213
Gove, Michael 431
Chinese 303
collaborative 336, 361, 384, 396, 452
coordination hierarchy-type mechanism (HTM) 42–3
network-type mechanism (NTM) 42–3
corporate 36–8, 46, 330
in public sector 38–40
reform program 40
definitions of 18, 51, 56–9
for development 51–2
development of 18–19
digital/e-governance 370–71, 373, 384, 396, 405
European 36
executive 81
good 2–4, 8–9, 19, 72–3, 109, 120, 173, 295, 318, 446, 454, 456, 459
holding 37
measurement of 43
in public sector 40–41
reform program 42–3
impact of Global Financial Crisis (2007–9) on 36
metagovernance 57, 85–7
multilevel 208, 428
national 36
network 42, 60, 70–71, 85–6, 91–3, 456
Ottoman 121
public 36, 226, 243–4, 333, 336
public service 37, 43–5
measurement of 45
reform program 44–5
relationship with public administration 199–201, 203–4, 206–10, 222
role of networks in 18
shared 333
state-centric 326
suprastructure 37
measurement of 47
in public sector 45–6
reform program 46–7
systemic 37, 50, 52
complexity of 49
measurement of 50
in public sector 47–8
reform program 49–50
whole-of-government (WG) 49
typology of 35–6
governance theory 56–9, 66–7, 74–5
good governance 72–3
institutional dynamics 7

inter-organizational arrangements 73
hierarchy 67–70
market 69–70
use of contracts 69
networks
misconception of 70–71
public administration 60, 66, 74–5
shortcomings of 60–61, 66
Great Depression 202
Greece 428
Green Party (Australia) 363
Grindle, Merilee
concept of ‘good enough governance’ 120
Guan Zi 297
Han Fei 295
Hanumanthaiah, K.
Chairman of Administrative Reforms Commission II 276–7
Harper, Stephen 183
Hawke, Bob 344
Hazar, Anna 289–90, 292
He Kaiyin 313–14, 316
taxation reform policies of 315
healthcare 61–3
government autonomy in 64
hospital management 67–8
social care 63
sole practitioner 63–4
Heath, Edward
administration of Reorganisation of Central Government. The (1970) 16
Heintzman, Ralph 188
Heritage Foundation 173
Hindi (language) 271–2
Hinduism 274, 283
caste system of 68
deities of 274
Hood, Christopher 16–17, 24
Hota, P.C. 279
Howard, John 92
administration of 337
environmental policies of 362
Hu Jingtao
economic policies of 312
Human Sciences Research Council 141
Hungary 8, 120, 371, 387
autonomy of public sector executives in 380
impact of Global Financial Crisis (2007–9) on 394
public administration reform in 373
perceptions of 387–8, 392, 396
use of NPM in 394–5
Hussein, Saddam
removed from power (2003) 69

India 6–7, 177, 271–2, 274–5, 444–5, 454
administrative structure of 283–4
Administrative Reforms Commission (ARC) 277
Central Bureau of Investigation (CBI) 284–5, 287–9
Central Vigilance Commission (CVC) 287, 289–90
Competition Commission 285
Indian Administrative Service (IAS) 275, 277–9, 284, 291
Indian Civil Service (ICS) 275, 279
Indian Foreign Service (IFS) 277
Indian Forest Service 278
Indian Police Service (IPS) 275, 277–8, 280
State Public Services Commission 279
States Reorganization Commission (SRC) 277
Supreme Court 279, 281–3, 285–6, 288, 290
Union Public Service Commission (UPSC) 278–9, 288
All-India Services (AIS) 272, 277–9
selection process for 279–80
Andhra Pradesh 284–5
Bihar 291
Coal Ministry 284
Constitution of 272, 281
Articles 14–16 281
Article 3 272
Article 309 279
Article 311 289–90
Article 312 277
Article 315 278
Article 316 279
Article 335 281
Article 356 272
corruption in 286, 288
government of 272, 285, 287, 290–91
Hyderabad 276
India Independent Act (1947) 275
Karnataka 284
Kerala 273, 290
Maharashtra 287
Mandal Commission 281, 283
Ministry of Home Affairs 287
Ministry of Law and Justice 288
Ministry of Personnel, Training and Public Grievances 287–8
Mumbai (Bombay) 283, 287
Parliament 275–6, 286–7, 290
Election Commission (EC) 289
Estimates Committee of 278
Lok Sabha 289
Public Accounts Committee (PAC) 284
Rajya Sabha (Council of States) 277, 286–7, 289
population of 271–2
Public Interest Litigation (PIL) 286, 288, 292
Representation of People Act (1951) 290
Section 8(4) 290
Right to Information (RTI) Act (2005) 292
Special Economic Zones (SEZs) 287
Uttar Pradesh (UP) 284, 287
West Bengal 287
Indian National Congress 272–3, 284
members of 286–7, 289, 291
Indonesia 27
information and communication technologies (ICT) 38, 180, 235, 272, 332, 338
contracts 424
government utilisation of 177–8
Institute for Management Development (IMD) 403–4
Competitiveness Yearbook 402
Institutional Revolutionary Party (PRI)
electoral defeat of (2000) 251
International Court of Arbitration 1
International Court of Justice 1
International Criminal Court 66
International Foundation for Electoral Systems 443
International Institute of Administrative Sciences 23
International Monetary Fund (IMF) 159, 170, 428
Structural Adjustment Plan (Egypt) (1991) 167
international relations 59–60
Internet Corporation for Assigned Names and Numbers (ICANN) 66
Iraq 445–6
Operation Iraqi Freedom (2003–11) 69, 200, 221, 443
presence of private military contractors during 209, 217
Islam 5, 104, 119, 122, 276
Five Pillars of 457
Islamism 169
radical 120
ISO 39–40
Israel 166
Italy 8, 371, 384
autonomy of public sector executives in 380, 395
public administration reform in 374
perceptions of 387–8, 392
trends in 385
use of NPM in 447
Jackson, Andrew
administration of 211
Japan 112, 166
Jenkins, Simon 21–2
Jiang Zemin
General Secretary of Chinese Communist Party 312
Justice and Development Party (AKP) 121
Kargil War (1999) 287
Kashmir 276
Kejriwal, Arvind 290
Kemal, Mustafa Ataturk 121
Kennedy, John F.
adминистration of 15
Keynesianism 416, 418, 421, 435
Khare, V.N.
Chief Justice of Indian Supreme Court 285
Kuhn, Thomas 98–9
Kumar, Nitish
former Director of CBI 285
Kuwait 170
Labor Party (Australia) 92, 362
labour division of 67
Labour Party (UK) 417, 429
New Labour 25, 426–7, 430–32
Lagos, Ricardo 259
public administration reforms of 257
Latin America 6, 247–51, 262–3
civil service reform 249, 254–5
transparency 263
democratization in 248–51, 253, 255–6, 258, 263–4
managerial reform 249, 256–7, 261–2
Latvia 151
public management reform in 147
Le Grand, Julian 193
Lee Kuan Yew 112
Lehman Brothers 426
Levin, Richard
Director General of DPSA 139
Li Changping 315
Li Peijie 314–15
Li Peng 314
Liberal Democrat Party (UK) 25, 429, 431
Liberal-National government (Australia) electoral victory of (1996) 352–3
electoral victory of (2013) 357
Light, Paul 216
Lithuania
public management reform in 147
Liu Xingjie 314–15
Lloyd George, David 275
health policies of 62, 64
Lu Buwei 295
Lula da Silva, Luiz Inácio 226, 237, 242
MacKenzie, General Lewis 187
macroeconomic 401–2, 428
al-Maghraby, Ahmed
  Egyptian Minister of Housing 168–9
  personal finances of 169
Mahbubani, Kishore 50, 105–6, 118
Major, John 421, 436
Malaysia 177
Management Accountability
  Framework (MAF) 39–40
Manning, Chelsea (Bradley)
  trial of 200
Mao Zedong 296, 304, 308
  Great Leap Forward 314
Martin, Paul 183, 188
Max Planck Institute 86
Mayntz, Renate 86
McNamara, Robert S.
  US Defense Secretary 15–16
Menem, Carlos
  administration of 262
  economic policies of 260
  electoral victory of (1988) 260
Menes, King 162
Mexico 6
  Congress 251, 253–4
  Constitution 251
  corruption in 253
democratic reform in 251, 255
  Civil Service Law (2003) 254
  Federal Audit Office 251
  Instituto Federal de Acceso a la
  Información (IFAI) 254
  National Council of Evaluation of
  Social Policy (Coneval) 254–5
  Strategic Model for Government
  Innovation (2001) 253
Ministry of Finance 254
Ministry of Public Administration 254
microeconomic
  reform principles 344
Mintzberg, Henry 184
Montesquieu
  definition of power 228
Moran, Terry 329, 336
Morocco 177–8
Morsi, Dr Mohammed
  electoral victory of (2012) 169
Mubarak, Hosni
  regime of 168–9
  removed from power (2011) 169
al-Mulk, Nizām
  Siyāsatnāma (Book of Government, The) (1960) 119
Mulroney, Brian
  administration of 195
  electoral victory of (1984) 183
Muslim Brotherhood 169–70
Nagpal, Durga Shakti 284
Nasser, Gamal Abdul
  public sector policies of 158
  Tawzeef policies 163
National Action Party (PAN)
  electoral victory of (2000) 251
National Democratic Party (NDP) 168
  members of 168
nationalism
  Arab 163
nationalization 21–2, 158, 426
  large-scale 163
natural resource management (NRM)
  358–9, 361, 363–4
  planning 362
  policy issues 360
  regional planning 361–2
  stress 359
Nehru, Jawaharlal 291
neoliberalism 326, 338, 449, 451, 459
neo-Weberian state (NWS) 36
Netherlands 8, 26, 86, 146, 371, 378–9, 384, 387
  autonomy of public sector executives in 379, 395
  goal ambiguity in 378
  impact of Global Financial Crisis (2007–9) on 393
  public administration reforms in 374–5
  perceptions of 387–8, 390–92
  use of NPM in 384–5, 394, 447
public service 64
new public governance (NPG) 29, 36
adoption of 25–6

civic engagement
digital/e-governance 370

corporatization 135, 150–52
criticisms of 20, 23–4
decentralization in 27–8, 141–2, 152
decline of 108
development of 136
economic rationalism principles of 341
efficiency principles 360
global 27
modification of 25
post- 24, 31, 108, 317, 369, 373,
376–7, 384
use in public administration/service
reform 135–9, 142, 152, 189–91,
256–7, 325–6, 374–9, 382–6,
394–6, 405, 416, 419, 421–4,
447, 450
New Zealand 17, 25, 220
public service 64
Nixon, Richard
Watergate Scandal (1972) 212
non-governmental organizations
(NGOs) 17, 49, 290, 292
international 47
Northern Ireland
devolution in 430
Northern Rock
nationalization of (2008) 21
Norway 8, 369, 371, 378, 380, 387
autonomy of public sector executives
in 379, 395
civil service of 375
goal ambiguity in 378
impact of Global Financial Crisis
(2007–9) on 393
public administration reforms in
385–6
perceptions of 387–8, 390–92,
396
use of NPM in 375, 394, 447

Obama, Barack
administration of 216
healthcare policies of 217–18
Occidentalism 105
O’Neill, Tip 184
Orbán, Viktor 373

Organisation for Economic
Co-operation and Development
(OECD) 23, 136–7, 176, 375
‘Government at a Glance’ initiative
45
member states of 325, 341
partnership guidelines 44
Organization of Petroleum Exporting
Countries (OPEC)
oil embargo (1973) 209
Osborne, David 18
Osborne, Stephen 29
Ostrom, Vincent 48
Ottoman Empire 112, 119–21
Constantinople 122
Tanzimat era (1839–76) 120–21
Pakistan 276
Parakh, P.C.
secretary of Indian Coal Ministry
284
Partnership for Public Service
personnel of 218
Pasha, Mohammed Ali 162
Patel, Sardar Vallavhai
Indian Home Minister 275
People’s Daily 313
performance management 5, 26, 64–5,
69, 71, 135–6, 143, 145–7, 149, 378
central 61
systems 150
Peronism 260
Philippines 27
Pickles, Eric 431
Pinochet, Augusto
regime of 255–6
politicization 90, 290, 395, 435, 437
of criminals 289
of elite bureaucracy 258
of public sector 380–82
Pollitt, Chris
Public Management Reform 195
Portugal 227, 428
private finance initiative (PFI) 420
privatization 26, 49, 261, 326, 344, 385,
396
large-scale 418
of public enterprises 236–7
Program Evaluation and Review
Technique (PERT) 39
Prussia 116
public administration (PA) 2–4, 6–7, 19, 21–2, 29–30, 56, 107–8, 110–11, 115, 137, 176, 179, 199, 206–7, 210, 226, 229, 244, 247, 264–5, 343, 435, 447–8, 452, 456–8, 460
Chinese 104, 111–12, 114, 295, 304, 311
concept of 13–15
development of model of 15–18 role of networks in 17–18
global/Western 104–9, 114, 123–5
improvement of bureaucracy 20
Islamic 104, 106, 111, 118–22
Ottoman 112, 118–22
multicultural 109
non-Western (NWPA) 104, 109, 122
progressive (PPA) 235–6, 244
relationship with governance 199–201, 203–4, 206–10, 222
reform 210–11, 257, 311, 314–17, 371–6, 386–8, 393–5, 405, 416
theory of governance 60, 66, 74–5, 81
Waldovian tradition of 271
Weberian model of 22, 28, 308
public management 13–14, 30–31
reform 27, 147
public-private partnerships (PPP) 38–9, 63, 208, 420
difficulty in managing 217
public procurement agencies 69
public sector management 37–9, 195, 337
influence of private sector practices in 193–4
models of 136
perceptions of reform 385–7
Public Service Alliance of Canada (PSAC) 194
autonomy of public sector executives in 379–81
Balkanization of 142
development-based 107
goal ambiguity in 378
impact of globalization on 184
modernization 27
neoliberal 455–9
private sector management practices in 183, 191–3
use of NPM 135–9, 142, 189–90, 256–7
Qianlong Emperor (1711–99) 113
Qin Shi Huangdi 298
grand unification (221BC) 302
Rao, P.V. Narasimha
economic policies of 274
Rashtriya Swayamsevak Sangh (RSS) 290
Reagan, Ronald 297
administration of 17, 212, 221
public sector reform policies 216
electoral victory of (1989) 183
Rehn, Olli
EC Director General for Economic and Financial Affairs 428
Reid, Scott 188
Republic of Ireland 428
Republican Party 6, 15, 222
Rhodes, R.A.W. 4, 18, 60–61, 68–9
view of governance 58
views on development of bureaucracy 20–21
Riggs, Fred W. 271
Robertson, George
Secretary of State for Scotland 432
Romania 120
Rompuy, Van
President of European Council 429
Roosevelt, Franklin D. 221
New Deal 211
Rudd, Paul 92
environmental policies of 362
Russian Federation
public management reform in 147
Sadat, Anwar
assassination of (1981) 167
creation of Consultative Council (1981) 161
Pension and Disability Insurance Act (2012) 409
public administration reform in 405
public sector reform in 405–6, 413–14
Balancing of Public Finances Act (2012) 407–8, 410, 413
National Reform Programme 2013–14 411
use of austerity measures 406–7, 411
use of NPM in 405
taxation reform in 410–11
welfare reforms 408–9
Snowden, Eric
NSA surveillance disclosure (2013–) 200, 209
socialism 273
democratic 276
Indian 273
Socialists (Chile) 255, 257
Somalia 443
South Africa 445
apartheid era 138, 141, 143
Constitution (1996) 139–41
Department of Labor (DoL) 148, 151–2
Inspection Enforcement Services (IES) 151
Public Employment Services (PES) 151
Department of Public Service and Administration (DPSA) 139, 142, 144, 148, 151, 153
Performance Management Development System (PMDS) 148
Senior Management Service (SMS) Handbook 148–9
government of 135
Improving Government Performance (2009) 147
National Planning Commission
National Development Plan (NDP) 153–4
National Treasury 148, 151, 153

Andrew Massey and Karen Johnston - 9781781954492
Downloaded from Elgar Online at 08/21/2019 10:23:05PM via free access
<table>
<thead>
<tr>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>parliament</td>
</tr>
<tr>
<td>National Assembly 139</td>
</tr>
<tr>
<td>National Council of Provinces (NCOP) 139</td>
</tr>
<tr>
<td>Pretoria 151</td>
</tr>
<tr>
<td>Public Management Finance Act (PFMA) 144–5</td>
</tr>
<tr>
<td>Public Service Commission (PSC) 140–41, 143, 153</td>
</tr>
<tr>
<td>public service reform 135–6, 150, 153</td>
</tr>
<tr>
<td>Medium-Term Strategic Framework (MTSF) 147</td>
</tr>
<tr>
<td>Presidential Review Commission of Inquiry on Transformation and Reform in the Public Service (PRC) 139</td>
</tr>
<tr>
<td>Public Service Act (PSA) 142–4, 147, 154</td>
</tr>
<tr>
<td>Public Service Regulations (PSR) 143–4, 147</td>
</tr>
<tr>
<td>use of NPM 135–9, 142, 152, 452–3</td>
</tr>
<tr>
<td>White Paper on the Transformation of the Public Service 139</td>
</tr>
<tr>
<td>South African National Planning Commission 446</td>
</tr>
<tr>
<td>South Korea 112, 177</td>
</tr>
<tr>
<td>sovereignty 59</td>
</tr>
<tr>
<td>parliamentary 82</td>
</tr>
<tr>
<td>Soviet Union (USSR) 209</td>
</tr>
<tr>
<td>collapse of (1991) 443</td>
</tr>
<tr>
<td>Spain 8, 200, 371, 384</td>
</tr>
<tr>
<td>autonomy of public sector executives in 380</td>
</tr>
<tr>
<td>impact of Global Financial Crisis (2007–9) on 393</td>
</tr>
<tr>
<td>public administration reform in 375–6</td>
</tr>
<tr>
<td>perceptions of 388</td>
</tr>
<tr>
<td>use of NPM in 385, 394, 447</td>
</tr>
<tr>
<td>Standish Group 218</td>
</tr>
<tr>
<td>Statistics Canada 186, 194, 453</td>
</tr>
<tr>
<td>Stier, Max</td>
</tr>
<tr>
<td>President of Partnership for Public Service 218</td>
</tr>
<tr>
<td>Sturgeon, Nicola</td>
</tr>
<tr>
<td>SNP Deputy First Minister 435</td>
</tr>
<tr>
<td>Sun Yat-sen 297</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
Cabinet Office 83
Citizen’s Charter 421–2
Coalition Government 25, 377, 422–3, 428, 431
Civil Service Reform Plan 435
Open Public Services 23
opposition to ECB oversight 429
Commission for Social Care Inspection 422
Department for Work and Pensions 430
Department of Education 68
Department of the Environment 16
devolution of government 428–33
economy of 417–18, 435
education system of 68
Fulton Report (1968) 16, 277
GDP per capita 417
government of 146, 436–7
loss of capacity 425–7, 437
Healthcare Commission 422
impact of Global Financial Crisis (2007–9) on 393
London 200, 430
Ministry of Munitions 62
National Audit Office (NAO) 422, 427
National Health Service (NHS) 61, 63, 67–8, 434
Next Steps agencies 151–2, 154
North Sea oil fields 419
Office for Standards in Education (Ofsted) 422
Office of National Statistics
Atlas of Deprivation (2011) 3
Parliament 59, 430, 434
Plowden Report 16
public administration reform in 393, 423
use of PFI/PPP 420
use of NPM in 8–9, 416, 419, 421–2, 424, 435–6, 447
public sector market of 424
public service reform 64, 376
perceptions of 388, 390–91
‘Third Way’ 377
Scotland 431–4
devolution/independence issue 428, 430, 432
Parliament 431, 434
Scotland Act (2012) 431
social service system of 65
Stern Report 362–3
Treasury 21, 83, 419, 425, 430
Wales 430–31
Westminster 81–2, 88, 90, 97, 196, 431–4, 437
United Nations (UN) 19, 28, 455
Economic and Social Commission for Asia and the Pacific (UNESCAP) 446
Educational, Scientific and Cultural Organizations (UNESCO)
World Heritage Sites 360
United Progressive Alliance (UPA) 1
291
United States of America (USA) 6, 18, 26–7, 30, 66, 97, 139, 146, 166, 199–200, 202–3, 208–11, 219–20, 337, 421, 443–4, 450, 458
9/11 Attacks 200
Air Force (USAF) 15
Boston, MA 218
Congress 203, 207, 210, 213
House of Representatives 200
Constitution of 202
Defense Department 15–16
Department of Homeland Security 212
economy of 204
Food and Drug Administration (FDA) 213
governance/public administration relationship in 199–201, 208–10, 222
development of 203–4, 206–7
interdependence 209
Government Accountability Office 217
government of 202, 204, 210
shut down (2013) 200
Great Society 212
Hoover Commission 277
Hurricane Katrina (2005) 215, 220, 452
Hurricane Sandy (2012) 215, 220
Internal Revenue Service (IRS) 213–14
Medicaid 220
Medicare 220
military of 112
National Health Service (NHS) 417
National Security Agency (NSA) 221
surveillance disclosure (2013–) 200, 209
Oakland, CA 218–19
Office of Federal Procurement Policy 216
Office of Management and Budget 211–12
Postal Service 213
public administration reform in 210–11
Affordable Care Act (Obamacare) 217, 445
Federal Activities Inventory Reform (FAIR) (1998) 216
Government Performance and Results Act (1993) 213
Pendleton Act (1883) 211
Reorganization Act (1939) 211
role of NPM in 215–16, 453
role of NPR in 208–9, 213–14
public sector market of 424
Quantico, VA 200
San Francisco, CA 218–19
Social Security Administration 213
State Department 200, 217
US Minerals Management Service 425
use of institutional presidency concept in 97
War on Poverty 199
Washington DC 2, 217, 317
University of Gothenburg 45
urbanization 359, 444
Uruguay civil service reform in 249
Vadra, Robert alleged land scam of 284
value for money (VFM) 16, 64, 436
Vargas, Getúlio 234
administrative reforms of 234–6
Venetian Republic 116
Vietnam War (1955–75) 204, 453
Virginian School 25
Wang Anshi 118, 297–8
Wan Yan Shu (Memorandum of a Myriad Words) (1935) 116–17
Wang Baoming 315
Wang Binyu 315
Wang Yuzhao 313
Wang Zhaoyao 314
Warsaw Pact 65
Washington Consensus 260, 264
Weber, Max 15, 22, 69, 117, 249, 372
model of bureaucracy 20, 50, 136, 297–8, 458
model of public administration 22, 28, 136
Wen Jiabao economic policies of 312
Wilkerson, Bill 194
Wilson, Harold 83
Wilson, Woodrow 15
Workers’ Party (Brazil) 240
World Bank (WB) 2–3, 18, 28, 107, 159, 455
Governance Indicators 404–5
Structural Adjustment Plan (Egypt) (1991) 167
World Economic Forum (WEF) 412
Global Competitiveness Report 404
World Trade Organization (WTO) 66
Wudi 297
Xinhua News Agency
Anhui Bureau 313
Yadav, Lalu Prasad 291
Yang Wenliang 315
Yom Kippur War (1973) 166
Young Turks 116
Yugoslavia 9, 443
Zhao Ziyang Party Secretary General of Chinese Communist Party 308
Zhu Rongji public administration reform policies of 312
Zhu Xi 295