

SUCCESS FACTORS (IN PUBLIC MANAGEMENT)

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Background of ongoing public management reforms

Influence of
the financial
crisis

Reform choices
of national
governments

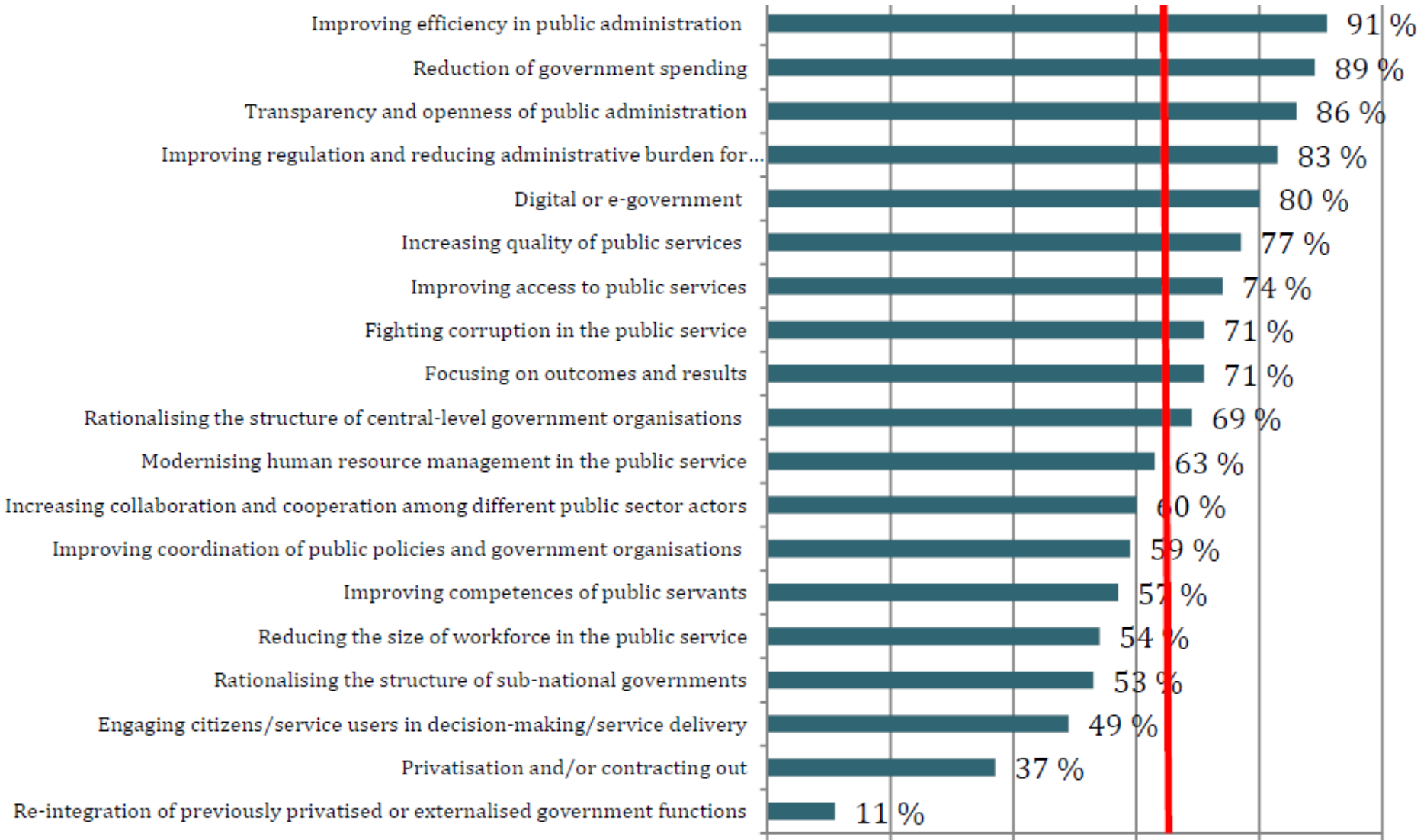
Role of the EU
institutions

Organisational
leadership

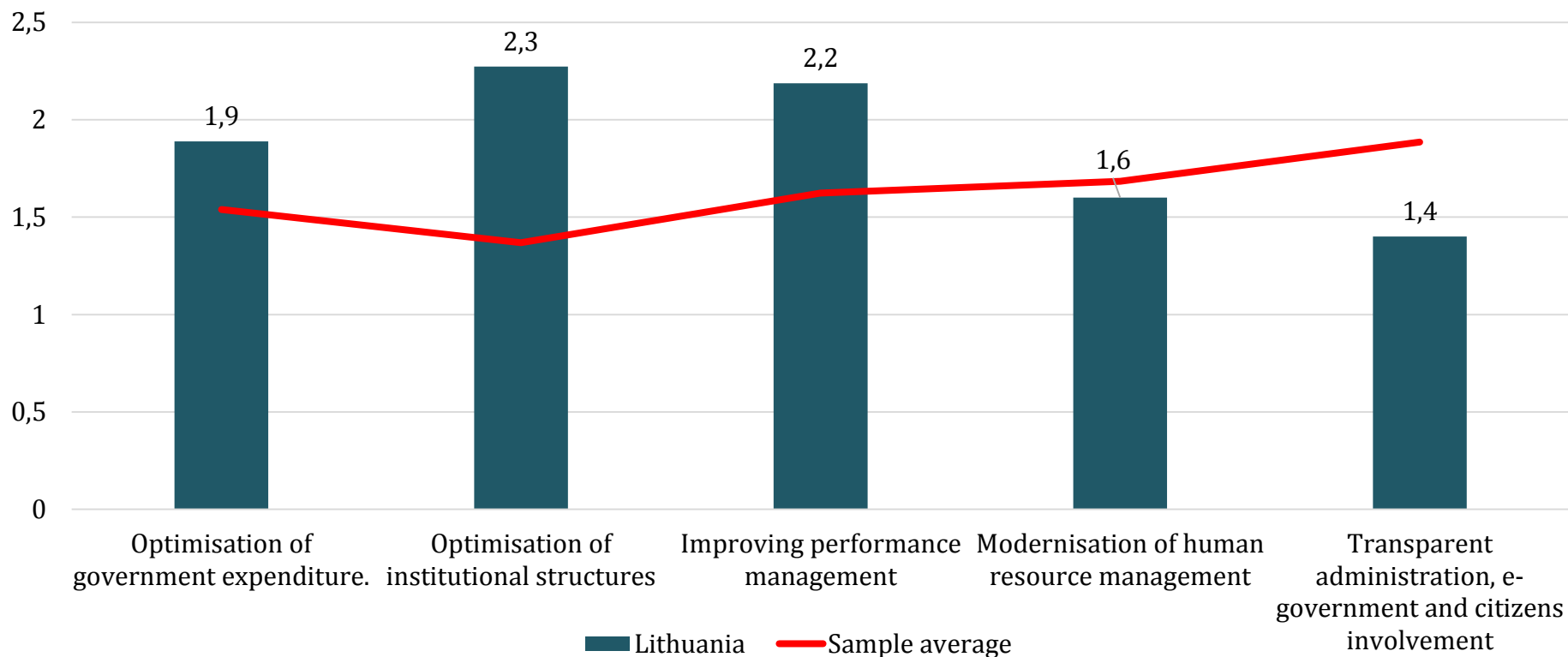
Structure of the presentation

- Reform trends at system and organisation levels in Europe and Lithuania in particular;
 - Factors explaining these reform trends and organisational variation;
 - Good practice examples for public management improvement and important success factors.
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Reform trends: system level



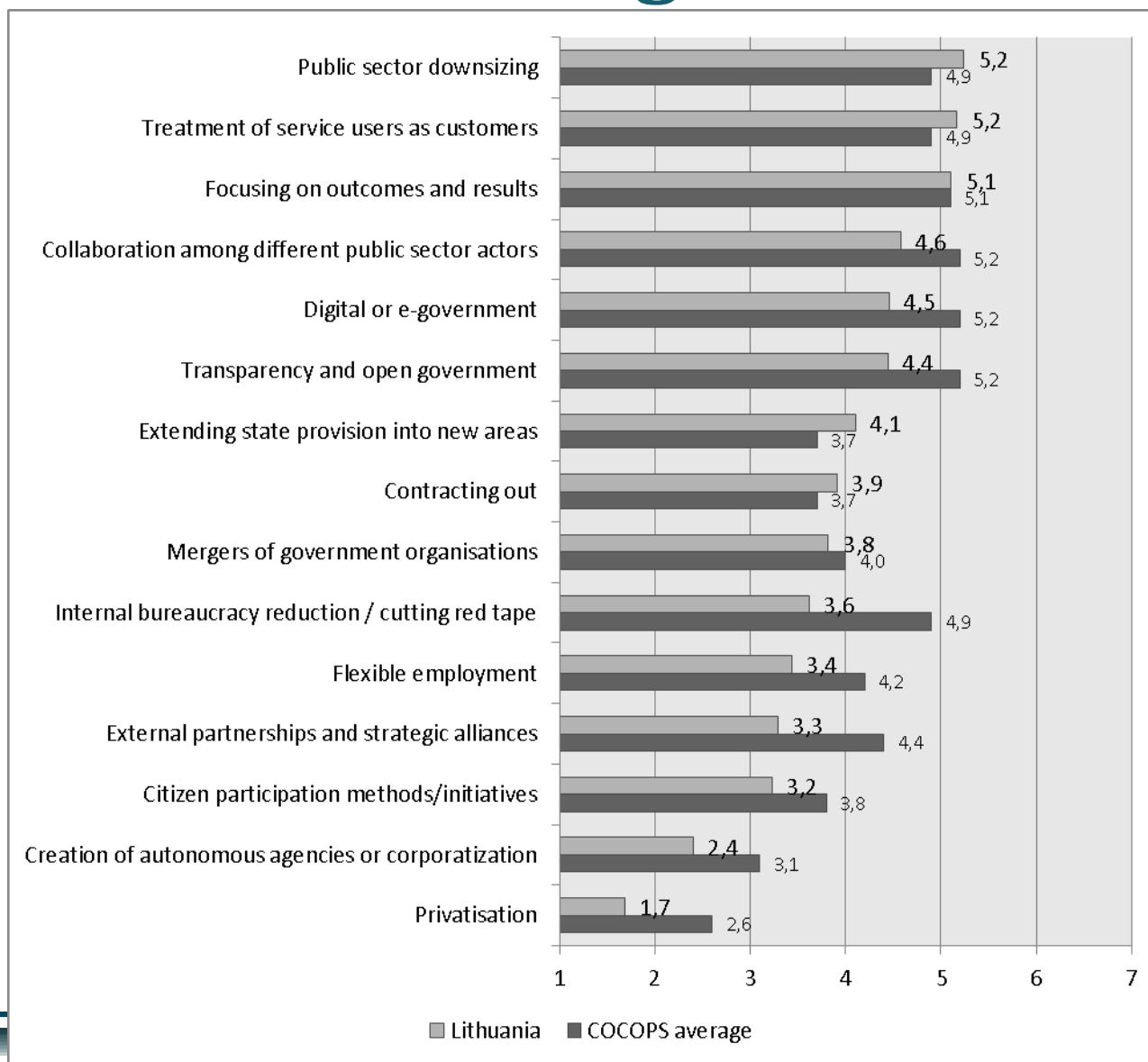
Benchmarking Lithuania against European public administrations



Initiatives do not automatically translate into results

- Reform initiatives are often launched, but they are also frequently suspended or reversed, as well as rarely executed in full:
 - two system-wide initiatives of Lithuanian civil service reforms failed during the period 2008-2012, the 2012-2016 Government pursues a second reform attempt;
 - initiatives concerning the consolidation of regulatory agencies and improvements in their regulatory performance are ongoing with regular ups and downs.
 - Need for sustained political attention and persistent leadership over the course of reforms.
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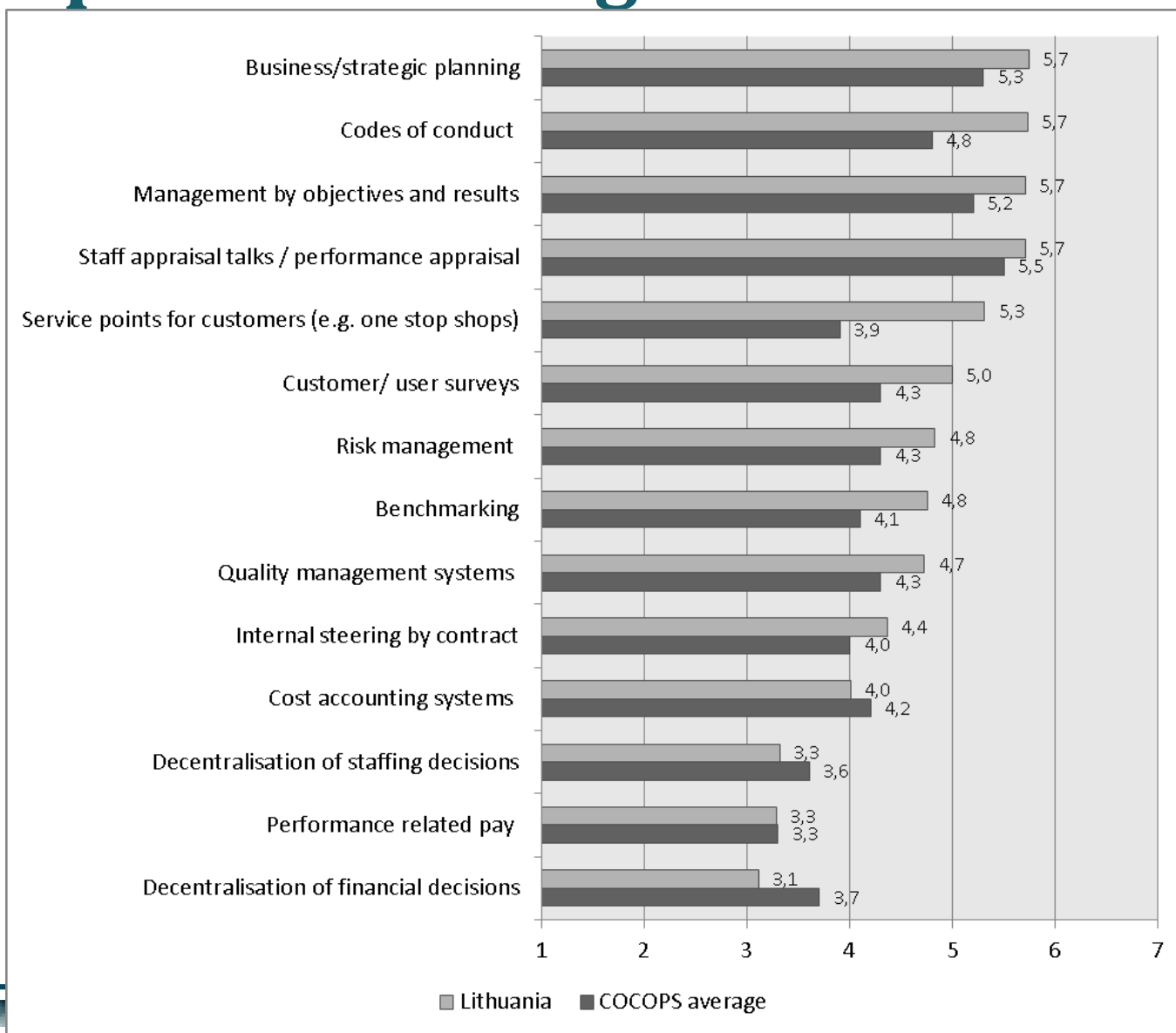
Reform trends: organisation level



Factors explaining the agenda of Lithuanian reforms

- First, the focus on public sector downsizing stems from the fact that as Lithuania was among the worst hit economies in Europe during the recent financial crisis;
 - Second, in contrast to other European administrations (especially from Western Europe), the agenda of Lithuanian decision-makers has been less affected by post-NPM reform initiatives;
 - Third, with European Social Fund assistance the Lithuanian authorities focused on public services in order to improve their quality and accessibility.
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Adoption of managerial instruments



How to explain organisational variation?

- Public management reforms can account for the frequency of different management instruments in Lithuanian public administration;
 - Considerable variation in their use across individual organisations can be explained in terms of several key variables:
 - types of organisations (e.g. ministries vs agencies);
 - their politicisation and autonomy;
 - as well as the quality of policy coordination.
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Conclusions

- Policy objectives and tools should be better adapted to the existing organisational context;
 - Focus on their consistent and effective implementation of reform initiatives through political attention and leadership, as well as capacity building;
 - Opportunities for better balancing top-down reforms with bottom-up organisational initiatives which can more actively engage various stakeholders and produce more sustainable changes in Lithuanian public administration.
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Good practice projects

THE 2007–2013 PROJECTS FOR PUBLIC MANAGEMENT IMPROVEMENT IN LITHUANIA FINANCED BY EU STRUCTURAL FUNDS: BEST PRACTICE EXAMPLES

LET'S SHORTEN THE
PATH TO SUCCESS!



- Good project ideas;
- Supportive project environment;
- Good project team.

Source:

vakokybe.vrm.lt/get.php?f.835

Success factors (in public management)

- Political attention
 - Policy coordination
 - Leadership
 - Organisational environment
 - Leadership
 - Organisational maturity
 - IT decisions
 - Innovations
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Used literature

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- V. Nakrošis, R. Vilpišauskas and V. Kuokštis. “Fiscal consolidation in Lithuania in the period 2008-2012: from grand ambitions to hectic fire-fighting”. *International Review of Administrative Sciences*, Vol. 81 (3) 2015, XX-XX.
- Nakrošis V., „The Influence of Government Priorities on Public-Administration Reforms in Europe”, *NISPACEE Journal of Public Administration and Policy*, forthcoming.
- Public Policy and Management Institute, *Study of public administration improvement trends in Europe*, 2013
<http://www.lrv.lt/bylos/LESSED%20projektas/Dokumentai/va%20tobulini%20tendencijos%20galutines%20ataskaita%20su%20rekomendacijomis%2011%2003.pdf>
- *The 2007–2013 projects for public management improvement in Lithuania financed by EU structural funds: best practice examples*, 2013.
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Thanks for your attention!

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