

Background

- Recent statistics demonstrate that Americans are committed to making a difference in their communities - but, they view non-profits as the best vehicle to do so, rather than the govt.
 - Among those surveyed, 42% viewed govt. as an advocate - 38% viewed govt. as an adversary
- A lack of trust in the govt. + unwillingness to work in govt. → risk of future deficits in human capital

Conceptual Questions Raised

● Coordination

- Conflicts between organizational values (i.e. neutral competence) may create barriers, so organizational criteria (i.e. public acceptance) might not be met
- Ties back into concepts like span of control

● Paradox of Reform

● Conflicting Reform Theories

- New ideas (i.e. reengineering) aren't built upon traditional values of authority & hierarchy

Possible Solutions

- Improve delivery framework of services through increasing transparency & information accessibility - can be achieved through mechanisms like e-govt
- Enhance the cooperation between the governments of any levels and the non-profit organizations

Outcomes

- Improve delivery framework of services through increasing transparency & information accessibility - can be achieved through mechanisms like e-govt
- Pros: Improved Efficiency, Renewed Public Confidence
- Cons: Implementing it will require considerable effort - managers and overseers of governments should guide and assist this process
 - Informational security may pose an issue

Outcomes

- Enhance the cooperation between the governments of any level and the non-profit organizations
- Pros: Progressive and efficient policies can be made
- Cons: Ambiguity exists about the expectations these two sets of institutions have of each other & about how their relationship should best evolve
 - Responsibility for formulating measures of nonprofit performance lie with the sector itself

Why Do We Have To Reverse This Trend?

- What happens when citizens don't trust their government?
 - Losing faith in political institutions amounts to losing social capital (idea that citizens more or less agree on the rules of a society and why they matter)
 - When citizens view their government as corrupt / don't believe in the legitimate authority of their governing institutions, they are more likely to cut corners

Implications for the Future

- Reform efforts have only gotten harder in 21st cen. (increases in expectations have paralleled decreases in resources), and will likely continue to get more difficult
- But, govt. reforms are not impossible - effective management and smarter tactics matter
- Public administrators need to be flexible in adapting to the conflicting / fundamentally contradictory commands of different reform approaches