

CONTENTS

• ARTICLE

Transcending New Public Management: The Increasing Complexity of Balancing Control and Autonomy

..... *Tom Christensen & Per Lægreid* 1

Abstract This paper addresses two main research questions: First, What characterizes the new complexity and layering of NPM and post-NPM reforms in public organizations? Second, how might we analyze the development of this complexity? What is the role of the political and administrative leadership in this development, and to what extent do other factors come into play? The first question is addressed by giving a brief overview of the change from NPM reforms to post-NPM reforms followed by empirical illustrations from two reform processes in Norway that increased complexity. The second question is answered in a more theoretical discussion related to a transformative approach and to experiences of balancing control and autonomy in NPM and post-NPM reforms. Negotative, cultural and environmental factors are discussed in terms of whether they limit or further potential hierarchical control in designing complexity and balancing political control and autonomy. The paper ends by some reflections on the effects of the new complexity.

Key Words NPM, Post-NPM, Complexity

• SYMPOSIUM I

Introduction

..... *Jun Ma & Zhiren Zhou* 30

Study of Government Performance Management in China: A Historical Review and Critical Assessment

..... *Zhiren Zhou* 34

Abstract This paper provides a systematic review of the study of government performance management in China in the past 15 years in three folds: a rethinking of the emergence, development and general features of this new research filed in China;

an overview on the study on its basic theories; an review on the practice of government performance management and assessment in China. Based on that, the final section provides some suggestions on further research of performance management in China.

Key Words Performance Management, Performance Measurement, Research Methods

The State of the Chinese Public Budgeting Research: An Evaluation of Journal Publications (1998 – 2007)

..... Yukun Wu 58

Abstract Using a quantitative analysis of journal publications during the past ten years, this article attempts to provide an evaluation of the state of Chinese public budgeting. It is argued that although the body of literature on Chinese public budgeting has been growing and its quality has been improved, yet there is a number of limitations. The study has been conducted from a single disciplinary perspective although political science and public administration have begun to make their own contributions. Moreover, most of the studies are unsupported by institutional funding bodies. However, the most problematic issue is the literature has been in general of low quality. Current studies are dominated by conceptual discussions, non-empirical arguments, and explorations without theoretic orientations. Also, it is evident that many studies have failed to adopt rigorous and scientific research methods and conform to the norms of academic studies. In general, most of current studies are irrelevant to the real world of budgeting and without an endeavour of theory building about China's public budgeting.

Key Words Public Budgeting Research, Research Topic, Research Quality, Research Method

The Analysis and Reflection on the Studies of Chinese Administrative Ethics

..... Wei Luo 80

Abstract Given a rising demand to establish administrative ethics as a new discipline, this paper attempts to offer a general description on the studies that have been conducted in the past one decade in this area. By reviewing the research topics drawing wide attention, the approaches that have been employed and the social scientists involved, this paper summarises the general consensus that have been

developed and examines methodologies that are widely adopted alongside discussion on issues related to problem acuteness and knowledge accumulation. It also rethinks the validity and feasibility of administrative ethnics by exploring the issue from both discipline identity crisis and research path perspectives.

Key Words Studies of Administration Ethics, Reflection

The Normative Research in Public Administration

..... *Changwu Yan & Meili Niu* 105

Abstract The field of Public Administration needs not only precise and scientific empirical research but also critical and constructive normative research. Overall, literature on public administration in China lacks normative studies of high quality. On the one hand, we do not have the indispensable academic judgment about the standard of normative research; on the other, the current normative research is so obsessed with barren system construction, which neglects the task of building seminal theory pertinent to public administration. Without being reflexive and critical, these so-called normative researches are in danger of missing their publicness. Therefore they are incapable of taking over the task to guide research practice of public administration. Moreover, lacking of normative research also results in a legitimacy crisis of public administration research in China in both theoretical and practical terms. To tackle and uplift the discipline from this crisis, we need to re-examine and establish normative research path in Chinese public administration research. This article reviews the history and development of normative research, explores the basic elements, standards of normative research as well as its significances for public administration, and analyzes the gain and loss of normative research in China.

Key Words Public Administration, Normative Research, Humanity Concern, Critical Spirit, Text Interpretation

• SYMPOSIUM II

Introduction

..... *Jun Ma & Guang Zhang* 129

A Primary Research on Fiscal Decentralization across Provinces in China since the 1994 Fiscal Reform

..... *Guang Zhang* 133

Abstract Provincial governments in China traditionally enjoy a certain degree of autonomy in determining the institutional arrangements for the intergovernmental fiscal relations under their jurisdiction. This paper studies the changes of these arrangements since the 1994 fiscal reform. By examining the variation of fiscal decentralization across provinces, this paper reveals its causes and socio-economic impacts. It finds that the more local revenue a province allocates to the county-level governments, the more decentralized its fiscal system is, whereas reliance on fiscal transfers leads to fiscal centralization. Fiscal decentralization is positively associated with a number of governance and socio-economic indicators, such as fiscal expenditure on education, rural income, and economic growth.

Key Words Fiscal Decentralization, Intergovernmental Fiscal Relation at the Sub-national Levels, Fiscal Transfer

The Study on the Market Mechanism of Fiscal Transparency: American Experience and the Reference to China

..... *Jun Peng & Shulian Deng* 159

Abstract Fiscal transparency is an important principle of contemporary government management and also a key to good governance. Fiscal transparency can be achieved through political system and/or market mechanism. This paper focuses on the study of the market mechanism of fiscal transparency. It argues that the market mechanism is more effective in the pursuit of fiscal transparency based on a study of the fiscal transparency in state and local levels of the United States. The separation of operating budget and capital budget and government bonds can only be used to finance capital projects are the prerequisites of the market mechanism. Lessons draw from the United States are illustrative to the pursuit of fiscal transparency in China.

Key Words Local Government, Fiscal Transparency, Market Mechanism

The Recentralization of the Central-provincial Fiscal Relation and the Implementation of the Education Equalization in China (1994 – 2001)

..... *Tingjin Lin* 175

Abstract This article explores the influence of the mayors of prefectural cities on their educational spending in 2006. Empirical evidence suggests the fiscal autonomy a city enjoys has a systematic but non-linear effect on its education spending pattern, although aggregate data support the claim that the higher degree of fiscal autonomy the higher the expenditure on education. More importantly, regression models support

that the mayors exert substantially significant impacts on education spending and the pattern of such influence is consistent with the logic of Downs' theory of bureaucracy and the theories of human capital. It is argued that these findings would further our understanding on how political leaders impact over budgeting process.

Key Words Prefectural Mayors, Educational Spending, Fiscal Autonomy, Budgeting

• BOOK REVIEW

Financial Management of Public Sectors: Matching Theories with Practices

——A Review of Financial Management Theory in the Public Sector
..... *Jian Peng* 191

• SUMMARY OF DOCTORAL DISSERTATION

State and Society in Reform Process of Community Governance Structure
..... *Wei Wang* 200