

RODUCTION (VERY SHORT INTRODUCTIONS)

not inputs

6. Customer-driven government: meeting the needs of the customer, not the bureaucracy
7. Enterprising government: earning rather than spending
8. Anticipatory government: prevention rather than cure
9. Decentralized government: from hierarchy to participation and teamwork
10. Market-oriented government: leveraging change through the market

Source: David Osborne and Ted Gaebler, 'Reinventing government (1992)', cited in Robert B. Denhardt, *Theories of Public Organization*, 5th ed., pp. 145-6.

In an attempt to address concerns that 'antiquated regulatory policies' were obstructing entrepreneurial initiatives, Clinton implemented a number of deregulation measures in order to

levels of government and the private business sector. Unfortunately, many of these complexities were often not accounted for in the design and implementation of these policy strategies, resulting in management nightmares ([Box 8](#)).

Box 8 Neoliberalism as NPM: ten government objectives

1. Catalytic government: steering rather than rowing
2. Community-owned government: empowering rather than serving
3. Competitive government: injecting competition into service
4. Mission-driven government: transforming rule-driven organizations
5. Results-oriented government: funding outcomes,

'workfare' was meant to innovatively combine labour skill development training with public assistance for the unemployed, without subjecting them to 'welfare dependency'. It has been documented that Clinton's 'welfare-to-work' programme was inspired, in part, by Ronald Reagan's Family Support Act of 1988. Clinton cultivated political support for his agenda from a growing neoliberal movement within his own party that were labelled 'New Democrats'. Comprised of a new breed of moderate-left politicians, such as Al Gore, Dave McCurdy, Ed Kilgore, and Joseph Lieberman, this motley group shared Clinton's desire to combine their party's traditional commitment to 'collective welfare' with NPM principles of 'individual responsibility' and 'accountability'. As part of a broader NPM programme, President Clinton supported the 1996 Welfare Reform Act, which replaced the Aid to

provide the financial services sector with increased flexibility and autonomy so that they were free to take advantage of new financial opportunities emerging in the global marketplace. These included, for example, dismantling many of the legal walls separating the practices of commercial and investment banking organizations as well as those dividing insurance and securities firms. The devastating risks associated with such deregulation measures, however, would not be fully realized until the catastrophic collapse of the world's financial and real estate markets in 2008–9.

In order to address structural unemployment and financial hardships caused by the transformation from the 'old' manufacturing-based economy to the 'new financial-based economy', Clinton sought out NPM strategies to promote a modern, highly skilled, flexible workforce. Clinton's brand of

Under Clinton's 'reinventing government' initiative, much like the Reagan administration's NPM programme, numerous social services administered by county and municipal authorities were contracted out to private sector companies. In many cases this stymied the delivery of essential support services such as childcare assistance for single-income mothers. In these instances, complex coordination between public administrative authorities and private entities required to successfully implement many of these policies and programmes was often wanting. We will explore some of the major implementation issues involved with intergovernmental relations in [Chapter 6](#).

Determined to create an economy of only 'haves and have yachts', the left-of-centre governments led by prime minister Tony Blair and later Gordon Brown would adopt some of the most 'spectacular

Dependent Children programme that had been established by FDR back in the 1930s. The Clinton administration's 'reinventing-government'-led programme of 'workfare' now mandated 'work' in exchange for receiving welfare benefits. Under its strict provisions, recipients could only draw assistance for a maximum of two years before they were required to obtain gainful employment or enrol in new job training programmes. After five years of cumulative assistance a recipient's benefits would be terminated. The policy allowed public administrators to make special provisions for childcare and medical insurance to support short-term unemployed mothers. Tough mandates limiting the duration of welfare payments, however, made it difficult for single mothers to enrol in the necessary schooling required for them to qualify for better paying jobs.

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Stability which emphasized five tenets of sound fiscal management: 'transparency', 'stability', 'responsibility', 'fairness', and 'efficiency'.

Moreover, 'The Code' mandated that the government abide by clearly stated objectives and rules. The Blair government's unwavering commitment to sound fiscal management led the cabinet ministers to embrace periodical Comprehensive Spending Reviews (CSRs). These CSRs provided explicit departmental spending plans and objectives that were developed in accordance with strict cost-benefit calculations. 'Comprehensive Spending Reviews' and 'public service agreements' were subsequently established to assess the most efficient use of resources in an effort to eliminate waste and inefficiency.

Additionally, a 'Performance Innovation Unit' (PIU) was set up to ensure greater coherence in policy design and implementation.

and politically popular neoliberal programmes of all time. To accomplish his vision of this 'new Britain', Blair understood that he would have to court new groups of global investors. This would involve changing the way Britain's public sector 'did business'. Having learned from the failures of his predecessors, Blair instituted important NPM reforms through heavy coordination with the Treasury (and other spending departments), cabinet committees, task forces, business groups, and many others. As part of this effort, over 300 task forces were created to advise and support ministers in order to facilitate cooperation among central government departments. Consistent with NPM prescriptions, the Treasury began publishing a pre-budget report or 'green budget' in order to promote greater transparency and accountability. Additionally, the deficit-conscious prime minister and his cabinet introduced a Code for Fiscal