COMMENT

PROF.DR.HIROKO KUDO

PROFESSOR, FACULTY OF LAW, CHUO UNIVERSITY

VISITING PROFESSOR, NEWCASTLE BUSINESS SCHOOL, NORTHUMBRUA UNIVERSITY

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WHO I AM

- Full professor in Public Policy and Management

- Ph. D. in public policy from the University of Venice

- Worked with University of Roma Sapienza with Professor Sabino Cassese, working with Bocconi University (Professor Giacinto della Cananea), and University of Cagliari (Professor Gianmario Demuro and Professor Paola Piras), among others

- Researches on e-Government, ICT policy, public sector reform (NPM), performance measurement and policy evaluation, HRM, capacity-development in public sector, multi-level governance, public service delivery, participation and co-production, post NPM, smart city, digital government, Big Data and AI

- Worked with Ministries and agencies especially on policy evaluation and contract with private sector; with local governments on organizational reform and HRM

- Participating in National project on AI negotiation

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- Rule of Law and procedure vs. economic efficiency and outcome

- Governmentality (Michel Foucault)

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ABOUT "NORM"

From law, regulation, and rule to "manager"

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MAX WEBER'S PRINCIPLES ON BUREAUCRACY

- Task specialisation (specialization and division of labour)

- Hierarchical authority

- Formal selection (merit system)

- Rules and requirements

- Impersonality (and/or personal indifference or "integrity")

- Career orientation

⇔ Critiques to bureaucracy (as red tape)

- Public Service Motivation Theory

- Co-design, Co-creation, and Co-production (or "Governance") Theory = certain amateurism?

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THE SEVEN PRINCIPLES OF PUBLIC LIFE
(NOLAN COMMITTEE ON STANDARDS IN PUBLIC LIFE, 1995, UK)

- Selflessness

- Integrity

- Objectivity

- Accountability

- Openness

- Honesty

- Leadership

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PUBLIC VALUE?

- *A value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.* (Rokeach)

- Public value and public values are surely important; however, can be shared only by a certain group or community with similar cultural and societal background ⇒ diversity?

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RULE OF LAW AND PROCEDURE VS. ECONOMIC EFFICIENCY AND OUTCOME

Traditional Public Administration, Public Management, and Public Governance

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NEW PUBLIC MANAGEMENT (NPM)

- NPM: Introduction of private sector managerial technique and instruments in public sector

- Outcome-orientation, efficiency and effectiveness, B/C, and customer-orientation have become important

- Introduced *markets, managers and measurement* (Ferlie, et.al., 1996)

- Characteristics of NPM considered as decentralisation, management by objectives, contracting out, competition within government, and customer orientation (OECD, 2003)

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CRITIQUES TO NPM AND POST NPM

- Citizen-centric

- Guarantee participation of stakeholders

- Network governance

- Co-production

- New Public Service (NPS)

- Changing characteristics of accountability

- Important role of social sector

- Public value and/or Trust

⇔ Reinventing the traditional model or reinventing the NPM?

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ALL STAKEHOLDERS?

"GOVERNMENTALITY"

Michel Foucault

GOVERNMENTALITY (1)

- Emphasizes the governing of people's conduct through positive means rather than the sovereign power to formulate the law

- Governmentality is associated with the willing participation of the governed

- The concept takes the definition of government as the exercise of organized political power by a nation or state and expands it to include the active consent and willingness of individuals to participate in their own governance

- Government by the state is only one form of governing, the terms state and government are not synonymous, and the actions taken by the state alone cannot bring about its desired ends

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GOVERNMENTALITY (2)

- "Good government" is seen as going beyond the exercise of sovereign power in order to foster the population's prosperity, health, longevity, productivity, and happiness

- Political power is exercised through different agencies, social groups, and techniques, which may be only loosely associated with the formal bureaucracy of the state

- Government is viewed not as a sole actor but, rather, as an assemblage of diverse elements, practices, and ways of thinking coming together to both frame and resolve problems

"WICKED PROBLEMS"

Technological transformation and its consequences

PROFESSOR DI FABIO MENTIONED…AMONG OTHERS

- Digital transformation, development of artificial intelligence, ecological transformation, new geopolitical power relations, erosion processes of democracy and statehood, changes in the creation of economic value

- Do we need an institution such as cash?

- How much freedom of decision is to be left to artificial intelligence? Will it be possible in the future to grant AI its own legal subjectivity, or should such a thing be considered for higher animals as well?

SOME CONSIDERATIONS

- Why Facebook's Libra is an issue?: currency and trust

- AI can negotiate and coordinate, but can also practice bid rigging (without intention): improving algorithm can help, but might not enough

- Giving AI juridical personality might help on paper, but not in practice: responsibility

- The good news is that the AI still need long to go to be "intelligent" enough to be independent

- Platform businesses are, for their nature, against Antitrust Law, and the sole winners in digital area: EU's frequent attempts to stop them vs. US and China's advancement

- "Regulation and license" principle and practice would no longer hold: "Tesla model" might be in increase?

- AI and Big Data (and machine learning): privacy and personal data? Data can help AI; data collected from/among human being

THANK YOU FOR YOUR ATTENTION

Looking forward to discussing with you!