

STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga

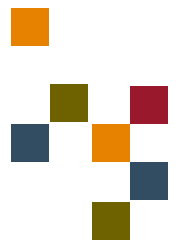


Reform of State Sector in New Zealand 新西兰的国有部门改革

March 2004

Derek Gill – State Services Commission

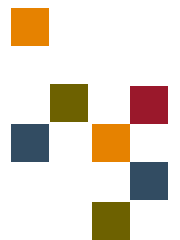
新西兰国家服务委员会



New Zealand Reforms

新西兰的改革

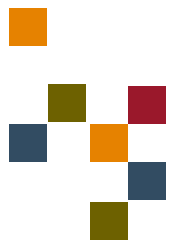
- A – Context 历史背景
- B – Drivers of Reform 改革的推动力
- C – Governing Principles 治理原则
- D – Case Study of Science 科研案例研究
- E – Achievements 成绩
- F – Challenges 挑战
- G – Conclusions 结论



A. Context for New Zealand Reforms

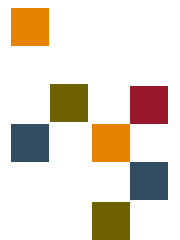
新西兰改革的历史背景

- Small, open economy, Centralised State-limited local government, non corrupt apolitical public service 小型的开放经济，集权化国家—有限地方政府，廉洁的、非政治性的公共服务
- Westminster democracy Rule of law and independent judiciary 维斯特敏斯特民主法治和独立司法
- Departments (40), State owned enterprises (15), Crown Entities/PSUs (180), few agencies, Office of Parliament (4) 部委（40），国有企业（15），实体/公共服务单位（180），为数不多的代理机构，议会办公室
- Acclaimed for the speed and extent of reforms 因改革的速度和力度而受到赞誉



B. Drivers of New Zealand's Reforms 新西兰改革的推动力

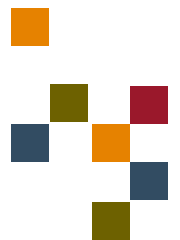
- An Economic Crisis 经济危机
- A Political Change 政治变革
- An Emergent Consensus on modernisation
新兴的现代化共识
- Bipartisan Political support for Reform to
Improve Economic Performance 两党共同
支持的旨在提高经济绩效的改革



B. Since 1984 – Wide Ranging Reform Strategy

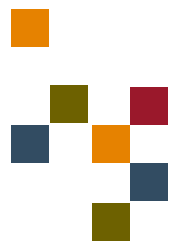
1984年以来—全面铺开的改革战略

- Financial Markets 金融市场
 - Floating exchange rates, interest rate decontrol to...
Central Bank autonomy 浮动汇率，解除利率管制以实现中央银行自主决策
- Product Markets 产品市场
 - Removal of subsidies, deregulation to... freer trade and privatisation 取消补贴，非管制化以提高贸易自由度，私有化
- Labour Markets 劳动力市场
 - Inflexibility to... employment contracts to...
employment relations 从僵化不变转向通过雇佣合同确立雇佣关系



B. Since 1984 – Wide Ranging Reform Strategy 1984年以来—全面铺开的改革战略 (contd)

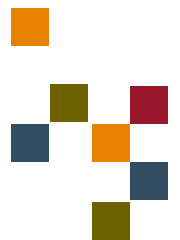
- Information 信息
 - Official Secrets Act to... Official Information Act 《官方机密法》转变为《官方信息法》
- Politics 政治
 - Unicameral First Pass the Post to... MMP 一院制下的简单多数选举制 (FPP) 转变为混合比例代表选举制(MMP)
- Public Finance 财政
 - Taxation reform and fiscal consolidation... To accrual accounting and fiscal transparency 征税改革和巩固财政...转变为权责发生制会计和保持财政透明度
- State sector 国有部门
 - Input control corporatisation to... Outputs, performance management and privatisation 投入控制公司化转变为产出、绩效管理 and 私有化



C. Governing Principles – SOEs

治理原则—国有企业

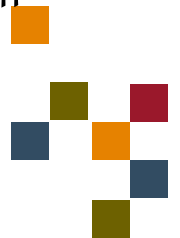
- The state should not be involved in any activities that would be more efficiently and effectively performed by the community or by private business 国家不应该干预那些由社会或私有企业完成更有效率和效力的活动
- Trading enterprises would operate most efficiently and effectively if structured along the lines of private sector business 如果按照民营部门业务原则构建，那么，参与交易的企业会更有效率、更有效力地运转。



C. Governing Principles – Core Public Sector

治理原则—核心公共部门

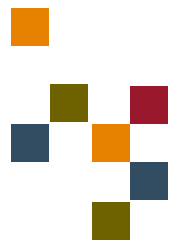
- Strategy 战略
 - Ministers set strategic direction responsible for outcomes and purchase outputs 部长设定战略方向，负责确定结果和采购数量
- Systems 体制
 - Departmental Chief Executives (CEs) and Boards manage organisation's outputs and capability 部门负责人和委员会管理组织的产量和能力
- Structure 结构
 - Separation of trading and non-trading assigning conflicting functions to different organisations 分离贸易性业务和非贸易性业务，将冲突的职能指派给不同组织



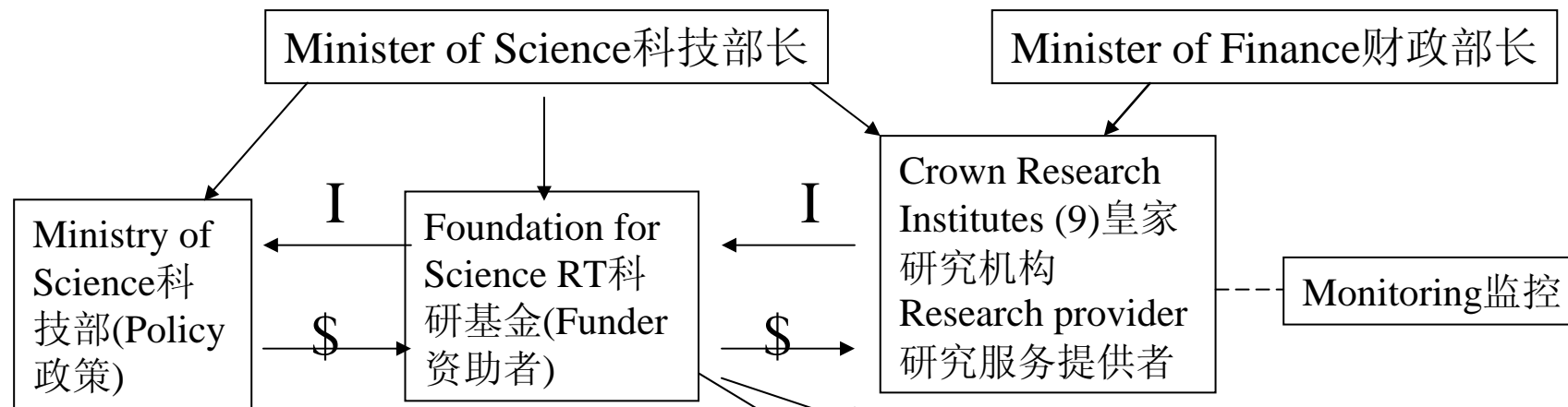
C. Governing Principles – Core Public Sector

治理原则—核心公共部门(contd)

- People 人事
 - CEs are the employer while SSC appoints and monitors CEs CEs是雇主，而SSC任命和监督CEs
 - Empower people and let the managers manage向当事人授权，让管理者进行管理
- Politics 政治
 - Improved transparency through disclosure of information about the cost of outputs and intended results 通过产出成本和预期成果方面的信息披露，改善透明度

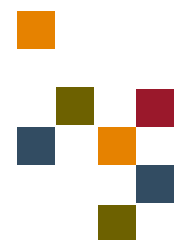


D. Case Study of Science 科研方面的案例



Results 结果

- Commercial Expertise on Boards 理事会中有商务专家
 - Strong Commercial performance of CRIs CRIs的优异商业绩效
 - Clearer more transparent funding, 更清晰透明的资金运用
- but 但是
- Problems with commercialising research into innovations 把研究成果变成创新产品存在问题

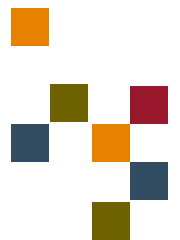


D. Features of New Zealand PSUs

新西兰公共服务单位的特征

Diverse but generally: 各有不同，但一般而言：

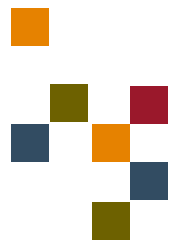
- Separate legal entity 独立的法律主体
- Governing board 理事会
- Accountable to Minister 对部长负责
- Independent from departments 独立于各个部门
- Exempt from Administrative Guidance 免受行政指导
- New uniform PSU governance statute 新的统一的公共服务单位治理条例
 - Examples: funders, CRIs, Schools, Museums, Regulators 例如：资源提供者，皇家研究机构，中小学，博物馆，监管机构



E. Public Sector Reforms - Achievements

公共部门改革—成绩

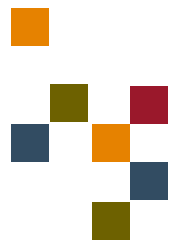
- Empowered managers to manage 授予管理者管理权限
- More efficient production of outputs 更有效地生产
- Better services, more innovative and responsive 更高水平的服务，更具创新性和回应性
- Improved transparency and financial accountability 提高了透明度和资金上的可问责性
- Improved fiscal control 改善了财政控制



F. Public Sector Reforms - Challenges

公共部门改革—挑战

- **Strategy** – focus on results and the critical few priorities
战略—注重结果和少数关键的需要优先考虑的问题
- **Systems** – developing non-financial performance information
体制—改善非财务方面的绩效信息
- **Structures** – robust Governance and Accountability for PSUs
结构—加强公共服务单位的治理和问责机制
- **People** – Paying the going rate; sustaining public service values
人事—支付市场水平的薪酬；同时保持公共服务价值观
- **Political** – rising citizen service expectations
政治—不断提高的公民服务期望值



G. Conclusions 结论

- Public Sector Management is a race without a finish line
公共部门管理是一场没有终点的赛跑
- The big new idea is that *There is no one big new idea*
新的重大理念就是：不存在新的重大理念
- Progress comes from coherent mutually reinforcing strategies *not* piecemeal reactions or big pushes
进步来自于连贯的、相互支持的战略，而不是支离破碎的应对措施或急推猛进

