

Accountability Matters: But What is Expected?

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What Might You Expect to Learn From Today's Session?

- I hope to give you a better understanding of accountability,
- of the values involved,
- of the processes needed for improved accountability and some of the experiences of people who have battled with the same problems you have to face.

What is the benefit of accountability?

- “Good accountability inspire trust!”
- Without transparency there can be no accountability

What is Accountability?

Dictionary says:

“to be responsible”

We say:

“Accountability is that process that requires us to disclose fully and truthfully our performance to those who are entitled to know.”

Defining Accountability

- *“requires us to disclose”*
- *“fully and truthfully”*
- *“our performance”*
- *“to those who are entitled to know”*

Why does accountability work?

- The process of accountability triggers an innate human characteristic:
- *“the desire to be thought well of by our peers”*

Does this definition work?

- Children with parents & vice-versa.
- Pastor with parish.
- CEO with shareholders.
- Accountant with client
- Lawyer with client
- Member of the Legislature with their district.
- The Government with people

Honesty, Integrity & Accountability in Government.

- The people own the Legislature
- The People own the Government.
- Everything is public unless there is a national interest justification for confidentiality.
- Publish where, with whom and for what the money was spent.
- Identify what results cost.
- Having a real set of accounts.
- Budgets that are transparent.

So why is accountability less successful with governments?

- Answer: Government accountability traditionally is incomplete.
- Governments and government organizations normally account for how money is spent .
- They need to account also for what happened as a result of each specific expenditure.
- The public benefit produced needs to be measured.

What helps public confidence in Governments?

- Having a clear agenda i.e. the budget
- Clear disclosure of information
- Open and transparent decision making
- Truthfulness
- Abiding by the rules
- Admitting mistakes
- Achieving goals

What are the enemies of public confidence?

- Secrecy, Secrecy, Secrecy.
- Not completing the agenda
- Refusing to abide by the rules
- Lack of disclosure
- Lack of transparency
- Not telling the truth
- Not telling the full truth
- Not admitting when mistakes are made

Earning Public Disapproval

- Operating in secrecy
- Spending on unauthorized activity
- Spending on things that don't work
- Spending on things when you don't know if they work
- Spending on things specifically designed to benefit crony's
- Creating programs to do things someone else is already doing better
- Making taxing decisions that are seen as unfair
- Giving tax concessions to groups who don't deserve special treatment

Ministry of Employment NZ Before

- *The Government's Delivery Organizations*
- Unclear Ministry vision – “fix unemployment.”
- Unclear program goals – “help people in need.”
- Multitude of process measures – “number in program,” “satisfaction rating.”
- Multitude of programs (34) – Program for every problem – result of political desperation.
- Absence of outcome measures – no definition of success.

Ministry of Employment NZ

After

- Clear vision – “improve employability of unemployed.”
- 4 programs:
 - Matching unemployed and jobs.
 - Provide work experience.
 - Develop marketable skills.
 - Repair social problems.
- Outcome measures – “people into work.”
- Result: 300% more into work for 40% less money.

Ministry of Employment Old Appropriation System

- \$60 million total appropriation.
- \$20 million - Job plus (finding the job you want.)
- \$15 million – Restart.
- \$ 5 million – Placement Service.
- \$ 5 million – Counseling (entitlement).
- \$15 million – All other programs (30).
- 40,000 placed into work

Ministry of Employment Purchase Contract

- Place 120,000 unemployed into work.
- Appropriation: \$60 million.
- 56% to be long term unemployed.
- 25% to be native Maori people.
- 14% to be people with disabilities.
- 7% to be people with social problems.
- Programs to be available across country.
- Programs to be concentrated in areas of greatest need.

Purchase Agreement Content Guidelines

- How much progress will we make this year
- The quantity of service.
- The quality of service.
- The price per unit of activity.
- The timeframe to completion.
- Geographic availability.
- Groups targeted.
- Measures of performance.

Why did this new approach work?

- Transparency – we knew what was happening. So did the public.
- Accountability – we knew what was achieved. Did we buy the right programs? Were goals achieved?
- Departmental certainty – They knew exactly what was expected. They knew what success looked like. They knew if they achieved success.

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