

# **Performance Management and Measurement in Local Governments of the Napoleonic Administrative System A Comparative Analysis of France, Portugal, and Turkey**

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## **Introduction**

Performance management is one of the most universally implemented features of public management reform (Van Dooren, 2006) and its kinship to NPM reforms is now firmly established (Bouckaert & Halligan, 2008). However, its progress and diffusion are fairly uneven. Comparative research has shown that the outcomes of reforms and administrative convergence may be restricted by existent administrative cultures (Pollitt & Bouckaert, 2004 ; Proeller & alii, 2008). Or, the so-called NPM revolution is often viewed as the tentative transfer of administrative solutions from Anglo-Saxon countries to countries with different administrative cultures.

This paper seeks to characterize the progress of performance management implementation in local governments of Napoleonic countries. The Napoleonic administrative tradition is one of the main alternatives to the public interest model (Peters, 2008). With the development of global public management reforms during the last three decades, reforms in Napoleonic countries gather attention in what concerns the extent of their resistance or conformation to NPM. In this tradition, two features are characteristic: the centrality of the State and the value of uniformity which lead to centralist and unitary institutions. This entails that local governments in Napoleonic countries were traditionally weaker than in other administrative cultures. Such weakness affects the permeability/openness of local governments to NPM driven reforms as they are often the testers of NPM implementation (SaintMartin, 2000; Ongaro & Valotti, 2008:181; Kuhlmann, 2010). In other words, we expect that local governments in Napoleonic countries have a specific public management reform trajectory: they may appear as NPM reform leaders in laggard management reform countries.