

# Notes

## Chapter 3

- <sup>1</sup> In Stigler's own Chicago version of the theory, politicians and officials are assumed to be as much profit- or income-maximizers as is any firm.
- <sup>2</sup> It secured the personal endorsement of US President Bill Clinton; he encouraged every American elected official to read it and, in 1992, gave Vice-President Al Gore the task of putting its ideas into effect in their country's federal government.
- <sup>3</sup> The definition of fiscal crisis is not straightforward. For this book, we are interested in the political implications of fiscal crises rather than their economic dynamics. We can therefore define a fiscal crisis as the political compulsion to reduce the public deficit.
- <sup>4</sup> The sources of the tables used by Foster and Plowden are the OECD statistics from 1992 and 1995.
- <sup>5</sup> John Major, in a lecture for the Audit Commission entitled 'Public Service Management: The Revolution in Progress' in 1989.
- <sup>6</sup> The Thatcher government gave schools the opportunity to opt out from local authority control. Thus, schools would have their own budget and gain significant autonomy from local administration.
- <sup>7</sup> Many of the changes introduced by the British government are brought together in the *White Paper on the Citizens' Charter* (1991), in which the emphasis is less on the public as citizens than as customers.
- <sup>8</sup> According to cultural theory, which Hood and Scott use to illustrate their hypothesis, the fundamental features of organizations are associated with the extent to which groups are differentiated from other groups ('group') and the extent to which social transactions or interactions are governed by general formal rules ('grid').
- <sup>9</sup> The 'bureau-shaping' processes are identified by Dunleavy in *Democracy, Bureaucracy and Public Choice* (1991). He claims that top bureaucrats aim to shape public services into a form that makes their

- job more satisfying, that is, by delegating operational or regulatory roles to others and keeping interesting policy work for themselves.
- <sup>10</sup> The intellectuals opposing the system of education imposed by the fascists were writing for the *Rivista di Educazione Nazionale*. They were Giuseppe Radice and Piero Gobetti.
  - <sup>11</sup> Article 33 of the 1948 Constitution states: ‘Art and sciences are free and free is their teaching.’ Regarding the possibility of the establishment of private schools, the same article states that ‘private actors have the right to establish schools, without burden for state finance’.
  - <sup>12</sup> *Uniformità e squilibri nel servizio scolastico italiano*, Consiglio Nazionale delle Ricerche, Rome, 1991.
  - <sup>13</sup> Charter of the Service of Education.
  - <sup>14</sup> Mr Berlinguer created the National Technical-Scientific Board on the model of the British boards for assessment of quality and performance.
  - <sup>15</sup> The qualification of public manager (*dirigenza pubblica*) is based on national contracts of employment in the public sector. Article 28 of Law 29/1993 establishes the criteria for admission to this qualification: by public competition in the different administrations.
  - <sup>16</sup> The old system established a complex network of authorizations and approvals, even for trivial decisions, such as day trips or the purchase of new machinery.
  - <sup>17</sup> The Ministerial Decree 765 of September 1997 includes three articles that establish the participation of local communities in the experiment of school autonomy.
  - <sup>18</sup> Andrea Casalegno in *Il Sole 24 Ore*, 21 September 1997.
  - <sup>19</sup> The environmental conditions refer to the health and safety standards of the buildings and the availability of equipment.

## Chapter 4

- <sup>1</sup> [unesco.org/en/citizens/](https://unesco.org/en/citizens)
- <sup>2</sup> ‘European Climate Pact Webinar for Organization’, [https://ec.europa.eu/clima/events/european-climate-pact-webinar-organisations\\_zh](https://ec.europa.eu/clima/events/european-climate-pact-webinar-organisations_zh)