

Global Perspectives on Institutional Mechanisms For Accountability:

Strengthening Public Administration Through
Education and Collaboration

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Accreditation = Quality Assurance

NASPAA is the global accreditor of master's degrees in public service (administration, policy, management, affairs).

- Over 200 degrees accredited in 11 countries
- Mission-based accreditation: What are the objectives, values, and goals of your program?
- Public Service Values
- Stakeholder Input—students, employers, university support



Public Service Values

- The mission, governance, and curriculum of eligible programs shall demonstrably emphasize public service values.
- Public service values are important and enduring beliefs, ideals and principles shared by members of a community about what is good and desirable and what is not.

Global Public Service Values

NASPAA's public service values align with globally recognized sustainable development goals to build effective, accountable, and inclusive institutions at all levels.

- Accountability
 - Transparency
- Fairness
 - Respect, Equity
- Ethics
 - Public Trust
- Professionalism
 - Competence, Efficiency, Objectivity



Values Chosen By Programs

Value	Frequency	Percent
Ethical awareness/standards/norms*	83	66%
Accountability*	66	53%
Equity/reduce disparities/social justice*	66	53%
Transparency/democratic process/openness/communication*	62	50%
Diversity, inclusiveness, and cultural competence	56	45%
Objectivity/critical thinking/analysis/evidence-based decision-making/unbiased*	50	40%
Efficiency*	50	40%
Democratic governance/rep democracy	44	35%
Serve the public/community [service to public good]	42	34%
Effectiveness/efficacy	40	32%

n=122

Values Chosen By Non-U.S. Programs

Value	Frequency	Percent
Ethical awareness/standards/norms*	8	44%
Accountability*	3	17%
Equity/reduce disparities/social justice*	4	22%
Transparency/democratic process/openness/communication*	3	17%
Diversity, inclusiveness, and cultural competence	6	33%
Objectivity/critical thinking/analysis/evidence-based decision-making/unbiased*	15	83%
Efficiency*	1	6%
Democratic governance/rep democracy	3	17%
Serve the public/community [service to public good]	12	37%
Effectiveness/efficacy	6	33%

n=18

Values from Non-U.S. Applicants

Public Service Value	Rank, Global Applicants	Global Programs %	Accredited Programs %	Rank, Accredited Programs
Public Interest/ Good	1	82	26	15
Ethics	2	68	66	1
Integrity	3	59	22	16
Innovation	4	55	12	28
Advise/ Change Leadership	5	55	19	24
Equity	6	50	53	3
Fairness	7	50	30	12
Collaboration	8	41	18	20
Stewardship	9	41	10	31

Programs n=22; Accredited Program Sample n=122

Cultural/Contextual Influence

- Personal responsibilities
- Relationships between public servants and their employers and with the public
- Examples:
 - Social Justice
 - Democratization and citizen participation
 - Public Good
 - Social Responsibility
 - Role of Public Administrator/Relationship with the state

How does NASPAA “Evaluate” Values?

- Are the values consistently **linked to mission**, offerings, and outcomes?
- Are the values **designed in consultation** with appropriate stakeholders?
- Do the stated values distinguish the program as a **public service program**?

Values Related to Program Operations

- Transparency
- Accountability
- Participatory governance
- Continuous improvement
- Academic freedom
- Honesty
- Impact

NASPAA Universal Competencies

Students have the ability:

- to lead and manage in the public interest
- to participate in, and contribute to, the policy process;
- to analyze, synthesize, think critically, solve problems and make evidence-informed decisions in a complex and dynamic environment;
- to articulate, apply, and advance a public service perspective;
- to communicate and interact productively and in culturally responsive ways with a diverse and changing workforce and society at large.

Collaboration with Public Servants

Practitioners are essential stakeholders:

- Employers
- Alumni
- Student Simulation Competition
- Teaching Training for Practitioners

Conclusions

- **Embedding Public Service Values for Sustainable Development**

Quality assurance mechanisms, such as accreditation, ensure that educational programs for public servants prioritize core public service values like accountability, transparency, and equity. These values are essential for fostering resilience and agility in public administration, enabling public servants to address complex challenges.

- **Theory and Practice Integration through Mission-Driven Education**

Effective public administration education combines rigorous academic training with practical application. Quality assurance frameworks emphasize aligning curricula with mission-based objectives and stakeholder input, preparing students to lead, manage, and innovate in dynamic environments.

- **Continuous Improvement for Resilience**

Accreditation processes promote participatory governance and continuous improvement. This commitment to excellence cultivates competent, ethical, and adaptive public servants.

