Impact of New Public Management and Public Governance on municipal real estate management in Poland

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Agenda

• Research objectives and research framework
• Current research in PREM
• Survey study
• Summary
Research objective

The research goal was boiled down to the assessment of the role of individual concepts of public management in the process of real estate management in Polish municipalities.
Theoretical framework of the study

Source: own study
## PREM topics during ERES conferences

<table>
<thead>
<tr>
<th>Conference</th>
<th>All papers</th>
<th>PREM papers</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ERES 2015 (Istanbul)</td>
<td>235</td>
<td>2</td>
<td>Netherland, Estonia</td>
</tr>
<tr>
<td>ERES 2014 (Bucharest)</td>
<td>216</td>
<td>1</td>
<td>Netherland</td>
</tr>
<tr>
<td>ERES 2013 (Wien)</td>
<td>270</td>
<td>3</td>
<td>Estonia, Poland, Germany</td>
</tr>
<tr>
<td>ERES 2012 (Edinburgh)</td>
<td>307</td>
<td>1</td>
<td>Poland</td>
</tr>
<tr>
<td>ERES 2011 (Eindhoven)</td>
<td>232</td>
<td>3</td>
<td>Netherland, New Zealand</td>
</tr>
<tr>
<td>ERES 2010 (Mediolan)</td>
<td>333</td>
<td>3</td>
<td>Germany, Italy</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1 593</strong></td>
<td><strong>13</strong></td>
<td>-</td>
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</table>

Source: Marona (2017)
<table>
<thead>
<tr>
<th>Lp.</th>
<th>Authors/Year</th>
<th>Method/ Place</th>
<th>M Paradigm</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>M. Gross, R. Źróbek (2015).</td>
<td><strong>Modified delphi method – compilation of delphi method and questionnaire.</strong> 17 complete responses were received from 14 countries (mainly from Europe and 3 from Asia).</td>
<td>Good Governance</td>
</tr>
<tr>
<td>3.</td>
<td>B. Marona (2016).</td>
<td><strong>Survey research</strong> - Kraków Metropolitan Area - 25 questionnaires were returned, that is 49% of the sent ones.</td>
<td>New Public management, Good Governance</td>
</tr>
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<td>5.</td>
<td>Y. Lu (2011)</td>
<td><strong>Survey research</strong> based on 37 questionnaires (property and other state asset) conducted in USA</td>
<td>New Public Management</td>
</tr>
<tr>
<td>6.</td>
<td>FAO (2007)</td>
<td><strong>Secondary research.</strong> Research conducted by Land Tenure and Management Unit from Food and Agriculture Organization of the United nation (FAO). International research based on data from World Bank, United Nations Human Settlements Programme and International Feeration of Surveyors.</td>
<td>Good Governance</td>
</tr>
</tbody>
</table>

**Source:** own study
Survey research

• Preliminary research - January 2016 (01 Polish metropolitan area)
• Current research – May/June 2017 (all Polish metropolitan areas)
• 304 questionaries (response rate: 34% - 103 municipalities)
22 questions (from 35) are dealing with NPM and GG

NPM
According to Ch. Hood (1991) the doctrine includes 7 standards:

• ‘hands-on professional management’ in the public sector;
• explicit standards and measure of performance;
• greater emphasis on output control;
• shift to disaggregation of units in the public sector;
• shift to greater competition in public sector;
• stress on greater discipline and parsimony in resource use.

GG
According to European Commission (2001) 5 principles:

• openness (transparent working, active communication, accessible language);
• participation (wide involvement throughout the policy chain, and especially by central governments);
• accountability (making legislative and executive roles clearer and ensuring that institutions take responsibility for what they do);
• effectiveness (ensuring policies are timely, have clear objectives, are appropriately evaluated, are proportionate and involve decision-making at the most suitable level);
• coherence (requiring political leadership and institutional responsibility in ensuring consistency in approach).
Characteristics of respondents

Source: own study
correlation between staff bonus and REM effects?
outsourcing?
do you now NPM principles?
do you know GG principles?
publishing real estate reports online?
salary differentiation?
benchmark assessments?
indicators used to measure effectiveness of REM?
systematic valuation?
prepare accomplishment reports at the end of the year?
professional real estate education?
residents possibility to express opinions and co-decide in an organized way?
complete information on websites about municipal property?
staff experience in the private sector?
staff experience in the private sector?
performance discussed at management meetings?
timeliness of the performed real estate management tasks?
internal control?
complete information on website about property investments?
performence discussed at management meetings?

Source: own study
Summary

- It should be stated that both the NPM and the GG concept do not constitute a benchmark model in the practice of municipal real estate management in Poland.

- The concepts are treated more as a set of tools from which the majority of municipalities choose only some, selected instruments.

NEXT STEP

- correlation between 1) public management tools and 2) RE performance and effectiveness

- more extensive statistical analysis (type of municipality, metropolitan area…)

- case study research
Literature

Many thanks for attention

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