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Title

The Performance Paradoxes after Collaborative Decision-Making: Lessons from the Gender Mainstreaming Programs in Taiwan

Abstract

Under the tendency of democratization, the model of collaborative governance through which NGOs participate in policy decision-making process is getting recognized and valued by the public sector. However, could a policy plan produced through collaborative process really bring progressive ideas into a bureaucracy system? Or does it just produce more formalist paper work? Existing literatures often focus on the necessary institutional arrangement or other factors contributing to the success of collaborative governance. Few studies assess the actual process of implementation after a collaborative decision is made. This study therefore uses the Gender Mainstreaming programs in various Ministries in the central government as an example to address the above-mentioned concerns.

Using content analysis and in-depth interview methods, this paper reveals how the implementation of GM programs encountered "performance paradoxes." Most performance reports are unable to survive the evaluation in terms of representation, participation, and responsiveness. There were also unintended consequences that need to be addressed at the normative level, namely by replacing or transforming the concept of performance management per se. The author proposes to use the concept of “mutual accountability” as a more feminist and enabling solution to performance paradoxes and managerialism.

Keyword

collaborative governance, performance paradox, mutual accountability, feminism