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Planning a strategy

Public Administration in the Balkans

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Kate Jenkins

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What is a strategy?

- Definition of the problem to solve.
- A direction of travel.
- A defined outcome.
- Planned implementation.
- Responsibility for the result.

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Not just a bright idea

- It must be based on hard work - if it is glib it is useless.
- Understand the organisation.
- Listen to people, respect their views.
- Build a creative solution.
- Plan for monitored implementation.

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Outcomes

- What results do you want – not just activities?
- How will you know when you get there?

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Define the process

- Define the area of activity.
- Define the subject of concern.
- Specify the analysis.

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What is wrong?

- Understanding the present is essential for making sense of the future.
- Look for what is preventing the outcome.
- Ask the people concerned.
- Listen with an open mind.
- Analyse unexpected findings.

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What is realistic?

- What are the priorities?
- Where to start?
- What is the right sequence for changes?
- What are the interdependencies?
- How long will it take?

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Public governance reform

- There is no model for the reform of public administration.
- Countries may have similarities but each one is different.
- What are the essentials – the irreducible minimum?

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Governance in small states

- What is essential for a very small state?
- Is there a set of principles and standards which guide reform?
- What will use the minimum of resources of finance and skills?
- What do the people want?

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The objective

- What does the EU want to do:
 - assist in the creation of competent public governance;
- or
- - pass the barriers to meet entry criteria
- Is the objective strategic or political?

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Strategic objective

- Learn the lessons of experience.
- Understand the situation in each separate country.
- Recognise how long any changes will take.
- The country concerned should develop a strategy, with help if necessary.
- The strategy should allow for slippages and failures and be flexible but directed to a clear goal.

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Political objective

- Put in place some essential changes.
- Recognise that political demands are likely to be unrealistic and unstable.
- Accept that few real and lasting changes will be made.
- Plan for post entry developments.
- Accept that new applicants may not be able to play a full part in the union

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Public governance reform

- A public sector is not simply a conglomerate of institutions
- It is a service to the people of a country- all its processes are interrelated and have effects
- It always has an opportunity cost
- It is seldom genuinely effective in less than a generation

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