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CAN CIVIL SERVICE REFORMS LAST?

Preserve the reform substantive orientations, but find and apply better reform strategies

3RD

Sigma Networking Seminar

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REFORM OUTCOMES

(Based on European Principles of Administration—Copenhagen Criteria)



Reform Goals:

- Establishing democratic, rule bound civil services/ state administrations
- Ensure a prominent role of the law in the management of public affairs
- Make administrations of upcoming MS reliable

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KEY RELIABILITY CONCEPTS

- **RELIABILITY** implies that trust is a central component of the relationships binding together politico-administrative groupings
- **TRUST** is based on shared values, mutual recognition and reassurance among the members of the grouping that systemic safety is ensured (→leads to rules that effectively constrain the behaviour of participants in the grouping)

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RELIABILITY OUTCOMES

- **SYSTEMIC SAFETY**: is the perceived and actual result of institutional reliability and trust
- **INSTITUTIONAL OR SYSTEMIC TRUST**: is based on the assumption that an administrative system is functioning properly and is producing the expected results (*obligation de résultat*)

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WHEN ADMINISTRATIVE RELIABILITY IS ATTAINED?

Features of Institutional designs / managerial arrangements 1

1. Mechanism to prevent (or quickly remedy) failure are anticipated in the building up of administrative systems
2. Commitment to resilience: the system is able to reduce reasonably the recovery time to come back to normal once a failure has occurred

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Features of Institutional designs / managerial arrangements 2

1. Acknowledgement of the complexity of the system: the system requires constant attention, monitoring, supervision, evaluation (i.e. checks and balances). A sound reward scheme encourages expected behaviour
2. Deference to expertise: professional experts prepare decisions with full responsibility regardless of the position they occupy in the hierarchy(constant need to enlarge/ deepen the expertise) and procedures ensure predictability and flexibility

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 **A FUNCTIONING MODERN STATE**
STRUCTURAL ELEMENTS OF A FUNCTIONING (MODERN) STATE

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1. A Constitutional settlement bestow undisputed legitimacy to the established public power
2. The State monopolises the violence through a military apparatus and police forces able to do so
3. The State monopolises financial exactions from residents and foreigners by means of a working taxation system that ensures sufficient tax revenues
4. State exactions and violence are contestable in front of a professional independent judicial apparatus
5. State administration is carried out by a professional bureaucracy made up of a meritocratic civil service and a sound public financial management system, which includes external controls
6. A rule of law framework makes the interaction between state and society predictable and basic expectations of individuals are respected, including property rights
7. A rule of law framework makes political/public actors abide by publicly known laws and they are held to account

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 **CONTENTS OF THE CS REFORM**

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1. The quality of civil service legislation matters
2. Open competition and examination in recruitment (the issue of equal access and merit)
3. The push against politicisation
4. Lustration
5. Creating a senior civil service
6. Making the civil service stable and attractive /stability vs. change
7. Training policies
8. Remuneration systems: sufficiency, internal equity, fairness, predictability and transparency
9. Introducing performance oriented cultures
10. Impartiality and Integrity
11. Central management: standard setting and monitoring

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 **BETTER REFORM STRATEGIES**

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1. Country-tailored reform strategies (“contingency”)
2. Conditionality is indispensable
3. Promoting the internalisation of European principles
4. TA should promote realistic expectations
5. TA should promote understanding of unreliability-associated risks
6. Integrating mutually supportive reform policies: reforming the CS through indirect ways
7. Integrate the Ministry of Finance at the heart of the reform
8. Associate the trade unions and staff associations
9. Enhance the role of the EC as a political broker in pushing the reform

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