

Civil Service Reform And Decentralization World Bank

The UK has played a pivotal role in the development of New Public Management (NPM). This book offers an original, comprehensive and multidisciplinary analysis of the impact of the New Public Management in the UK, and situates these analyses in a broader comparative perspective. Its chapters consider: competing typologies of NPM issues of professionalism within NPM debates on social exclusion and equity the role of different research approaches in evaluating NPM the evolving nature of NPM and impact of modernisation evaluations of NPM in mainland Europe, North America, Africa and the developing World, Australia, and Pacific-Asia. Leading authorities from around the world present evaluations of current thinking in NPM and highlight the challenges which will shape future development and research approaches. New Public Management presents a timely and constructive overview of the nature and impact of the NPM and offers important lessons for public management across the world. The Public Sector Group of the World Bank Group, a development bank, is responsible for public sector reform. The group focuses on such areas as administrative and civil service reform, anticorruption, decentralization, electronic government, legal institutions of the market economy, public expenditure, and tax policy and administration.

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This handbook provides a methodological framework for decisions concerning decentralisation of agricultural services through deconcentration of the public administration, delegation to public or private agencies, devolution, partnerships with civil society organisations or privatisation. These different forms of decentralisation are presented as options to be considered according to the policy objectives pursued. The use of the methodological framework is illustrated through examples drawn from actual country experiences. Although focused on the analytical process of determining the production and allocative efficiency of the various options, the handbook also covers the political dimensions that impinge on the desirability and feasibility of decentralisation, both at the level of individual organisations and of the government reform process.

With contributions from leading regional scholars, *Public Administration in Africa: Performance and Challenges* examines the complexities of the art of governance from the unique African perspective. The editors bring together a cohesive study of the major issues and regions by taking an analytic approach with the strong problem-solution application. Regions addressed range from South Africa, Congo, Uganda, Nigeria, Ghana, Mauritius, and Botswana. Themes include colonialism, reform, poverty, economy, decentralization, financing, media, political structures, and more. Beginning with an analysis of the relationship of policy design and its destination, service delivery, the book discusses the historical development of a state that has gone through

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upheavals in government and explores a decayed political economy that ultimately results in a need for sweeping measures. The text examines the issues emerging policy-makers in Africa must tackle, namely poverty and the denial or lack of resources to keep a dignified human life. It highlights how the media can be a catalyst for good governance and provides analytical aspects of implementing good governance reforms. The book concludes with an examination of the concepts of decentralization and devolution in measuring service delivery performance and an exploration of Africa's economic success story. It also details the African Peer Review Mechanisms in selected African countries and provides a holistic analysis of local government functioning in Africa. These features and more make it an interdisciplinary reference for diverse social, economic, political, and administrative issues.

While public administration practice and education in general has become considerably professionalized in the last decade, existing knowledge on public administration in Southeast Asia is fragmented at best, and often devoid of a useful reference. While journal articles and government reports provide decentralized information, *Public Administration in Southeast Asia: Thailand, Philippines, Malaysia, Hong Kong and Macao* takes a comprehensive and comparative look at the major components of administration systems. The selection of countries and regions included reflects the diversity of Southeast Asia. Organized by Country The handbook fills a critical need by bringing together leading scholars who provide an insider perspective and viewpoint on

essential and advanced issues. Divided into five sections, each dedicated to a particular country, the text outlines topics relevant to modern public administration, including: History and Political Context of Public Administration Decentralization and Local Governance Public Ethics and Corruption Performance Management Reforms Civil Service System Focusing on recent developments in public administration in these countries which are among the fastest growing economies in the world, the book explores their practices and innovative approaches in public administration. For many years people have been fascinated by the cultures, peoples, and governments of Southeast Asia, and now they have a book that discusses the apparatus of government in Southeast Asia – their agencies, contexts, processes, and values.

Governance and Institutional Re-engineering comprises a series of thought-provoking articles on governance and the institutions of governance. It commences with what amounts to a plea by a well- respected academician in the field of Public Administration, Gerald Caiden, in an article entitled "Towards Cleaner Government." The book brings together scholars from across the world. In setting out their various perspectives, integrity in public life, women and politics and neighbourhood management among the various themes, the writers demonstrate the range and diversity of debates involved in the governance of any country. The book was certainly successful in presenting an interesting, informed, well-written discussion of contemporary challenges and recent discussions in the field of government and public

administration.

This book examines the impacts of fiscal decentralization reforms on the efficiency of local governments in Central and Eastern European (CEE) countries. By offering a comparative perspective and by applying econometric methods and regression models, it analyses various reform trajectories and their effects on individual CEE countries. Furthermore, the book discusses input and output indicators for evaluating the efficiency of municipalities. Readers will learn about the common features of these countries, the impact of path dependence, and future prospects for decentralization reforms. In closing, the book discusses modern management and administration methods, opportunities for cooperation between municipalities, co-creative service delivery, and other measures that could improve the efficiency of public service provision.

This collection of papers was presented at the World Bank Conference on 'Civil service reform in Latin America and the Caribbean', held in 1993. The goal of the conference was to promote the flow of ideas among researchers and practitioners in the civil s

Effective governance is one of the key challenges for both developing and developed countries. Governments, today, are increasingly encountering complex and cross-cutting issues such as economic and financial volatility, internal and external conflicts, growing social tensions, adverse demographic trends, climate change vulnerabilities, weak regulatory regimes, huge infrastructure and service delivery gaps, state and elite

capturing and sustaining rule of law. Faced with growing criticism of ineffectiveness of state institutions undermining country's economic, social and political development because of weakening capacity of public officials to pace up with emerging challenges, there is a renewed interest in reforming the governance and reforming the civil service. *Building the Republican State* is an insightful analysis of the new state and the new public management that is emerging in the twenty-first century. It presents the historical stages that led to the modern state, identifies a crisis of the nation-state and its origins in a fiscal crisis and in globalization, and situates public management in the last phase - the social-liberal and republican state. To understand such stages the author develops the theory of republican rights, as a fourth type of citizenship right, after the civil, the political, and the social rights. The book contains an original model of reform, in which the roles of the state, the forms of ownership, the types of public administration, and the organizational-institutions indicated in each situation are put together. Additionally, the book discusses the political theories behind the reform, and its political implications. Throughout the book, the author underlines the complementary roles of markets and the state, and the importance of building state capacity to assure administrative efficiency, always having in count the 'democratic constraint', i.e., the prevalence of the political over the economic realm. This is essential reading both for those studying political theory and government reform, as well as for anyone interested in state politics and globalization.

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This handbook provides an authoritative study of European decentralisation, taking into account, from a territorial perspective, the different political and administrative traditions in Europe (Continental, Anglo-Saxon and Ex-communist States) and the cleavages North-South and East-West. While in recent decades most European countries have implemented devolution policies trying to tackle different political, social or bureaucratic problems, some others have instead regionalised their territory, applied federal or pseudo-federal reforms and strengthened the role of subnational governments. This volume analyses decentralisation in these countries using different variables including history, territorial organisation, civil service and financing, and reveals how this phenomenon leads to complex intergovernmental linkages. The evolution of territorial decentralisation, the political tensions between centre and periphery, the autonomy of the subnational governments and their functions and competences, the tools of co-ordination and co-operation, and the features and role of civil service are the main issues studied here with an interdisciplinary approach.

Reforming the African Public Sector: Retrospect and Prospects is an in-depth and wide-ranging review of the available literature on African public sector reforms. It illustrates several differing country experiences to buttress the main observations and conclusions. It adopts a structural/institutional approach which underpins most of the reform efforts on the continent. To contextualize reform of the public sector and understand its processes, dynamics and intricacies, the book examines the state and

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state capacity building in Africa, especially when there can be no state without an efficient public sector. In addition, the book addresses a number of theories such as the new institutional economics, public choice and new public management, which have in one way or another influenced most of the initiatives implemented under public sector reform in Africa. There is also a survey of the three phases of public sector reform which have emerged and the balance sheet of reform strategies, namely, decentralization, privatization, deregulation, agencification, co-production and public-private partnerships. It concludes by identifying possible alternative approaches such as developing a vigorous public sector ethos and sustained capacity building to promote and enhance the renewal and reconstruction of the African public sector within the context of the New Partnerships for Africa's Development (NEPAD), good governance and the Millennium Development Goals (MDGs). This book is concerned with the civil services of the United Kingdom, examining their characteristics and trends since 1970.

Present day knowledge about public sector reforms in Asia is quite scattered and seldom focuses on the challenges of leadership. This book seeks to address this issue by presenting country cases that reflect the great diversity of the region. 'This Handbook on civil service systems is truly international and comparative. It covers and compares countries from all continents. It also connects historical (Weberian) legacies to contemporary challenges such as coordination, the hollow state, and trust.

Massey's Handbook does not avoid difficult issues for civil service systems such as ruined reforms, fiscal retrenchment, and cultural and political system shocks. Therefore this book is exceptionally rich and stimulating.' Geert Bouckaert, Katholieke Universiteit Leuven, Belgium While there is no universally accepted definition of civil servant and civil service, this authoritative and informative Handbook compares and contrasts various approaches to organising the structure and activities of different civil service systems. Underpinning theories and frameworks provide a disciplinary perspective from which to explore recurring topics and themes, and international comparisons are made via case studies from Africa, Asia, Australasia, Europe, and North and South America. The expert contributors consider the historical and theoretical context of public administration and public sector management, encompassing issues such as the Weberian legacy, joined-up government and the hollowed-out state thesis. The debate between Anglo-American influenced systems versus the continental European approach to organising the civil service is also addressed.

Administrative reform in most western democracies over the past couple of decades has been characterized by bringing in market-based concepts of public-service delivery. This book looks critically at administrative reform in a comparative perspective. The contributors - experts on administrative reform - assess its scope and objectives, and also the ways in which these reforms have impacted on the traditional roles of elective office and civil servants. This book will be an invaluable resource for students and

academics in Politics and Public Administration, as well as for civil servants and experts on administrative reform.

This note focuses on some of the key problems confronting the civil and public service in the Democratic Republic of Congo (DRC), in particular the reform of the wage system and the impact of the decentralization process on civil service reform. It was produced by the World Bank in collaboration with the ministries of public service and budget, as well as with experts of the Cooperation Technique Belge (CTB). The paper is based on an in-depth analysis of the Congolese public service system, published in a separate note, as well as on a series of analytical papers on the decentralization process in DRC, which are available separately. It also incorporates feed-back and comments received during a presentation at the National Forum on Decentralization that was held in Kinshasa, October 3-5, 2007. This analytical paper offers several options aimed at solving the problems that have been identified and discusses in detail the three issues relating to the current reform agenda that are now the key to resolving the fundamental issues below: 1. the impact of the decentralization process on the organization and management of the civil service; 2. the reform of the wage system and, linked to that, the rationalization of the number of civil servants.

"Passage of the Civil Service Reform Act was controversial, and there is still controversy over its effectiveness. A book of this sort will be well received and anxiously read by specialists in public administration, public policy, and public

personnel administration."-H. George Frederickson, University of Kansas The Civil Service Reform Act of 1978 was the most far reaching reform of the federal government personnel system since the merit system was created in 1883. The Future of Merit reviews the aims and rates the accomplishments of the 1978 law and assesses the status of the civil service. How has it held up in the light of the National Performance Review? What will become of it in a globalizing international system or in a government that regards people as customers rather than citizens? Contributors examine the Senior Executive Service, whose members serve between presidential appointees and the rest of the civil service. These crucial executives must transform legislative and administrative goals into administrative reality, but are often caught between opposing pressures for change and continuity. In the concluding chapter Hugh Heclo, many of whose ideas informed the 1978 reform act, argues that the system today is often more responsive to the ambitions of political appointees and the presidents they serve than to the longer term needs of the polity. On the other hand, the ambition of creating a government-wide cadre of career general managers with highly developed leadership skills has not been fulfilled. Other contributors helped to frame the 1978 act, helped to implement it, or study it as scholars of public administration: Dwight Ink, Carolyn Ban, Joel D. Aberbach, Bert A. Rockman, Patricia W. Ingraham, Donald P. Moynihan, Hal G. Rainey, Ed Kellough, Barbara S. Romzek, Mark W. Huddleston, Chester A. Newland, and Hugh Heclo. Six former directors of the Office of Personnel Management

commented on early versions of these chapters at a 1998 conference.

The fall of Communist regimes in Eastern Europe raised the complex question of how social services were to be distributed and administered in countries with legacies of highly centralized state. In Poland, a series of reforms attempted to modify and decentralize social service programs. Yet with Poland's second round of decentralization, long-held and clearly specified reform goals were undermined from the very outset. In this insightful, detailed, and carefully argued study, Janelle A. Kerlin demonstrates how and why reforms, intended to improve services and increase citizen participation in social service programming, largely failed to meet expected goals. The politics of reform development—including political deals, exclusionary tactics, and hidden maneuvering by Polish policymakers—prevented any significant upgrade of services or real change in decision-making structures. Conflicting ideologies and pressures on policy actors stemming from historical, institutional, political, and international sources often resulted in compromises that led to unfavorable public service outcomes. In this book, Kerlin uses focused interviews with leading reform actors and a nationwide representative survey of two hundred public social service institutions to develop a model that connects the politics of the decentralization process with social service outcomes. Not only students of the former Soviet bloc, but also those

interested in the links between politics and policy outcomes more broadly will find in this volume an informative and instructive case study that has far-reaching implications.

Over recent decades, decentralization has emerged as a key Public Sector Reform strategy in a wide variety of international contexts. Yet, despite its emergence as a ubiquitous activity that cuts across disciplinary lines in international development, decentralization is understood and applied in many different ways by parties acting from contrary perspectives. This book offers a fascinating insight into theory and practice surrounding decentralization activities in the Public Sectors of developing and transitional countries. In drawing on the expertise of established scholars, the book explores the contexts, achievements, progress and challenges of decentralization and local governance. Notably, the contributions contained in this book are genuinely international in nature; the chapters explore aspects of decentralization and local governance in contexts as diverse as Ghana, Hong Kong, India, Indonesia, Kazakhstan, Morocco, Tanzania, Uganda, and Viet Nam. In summary, by examining the subject of decentralization with reference to specific developing and transitional Public Sector contexts in which it has been practiced, this book offers an excellent contribution towards a better understanding of the theory and practice of

decentralization and local governance in international settings. This book was published as a special double issue of the International Journal of Public Administration.

Through a collection of unique case studies and theoretical analyses, this work examines the genesis and impact of decentralization reforms in developing and transition countries. In particular, the volume shows how decentralization affects governance and efficiency in the provision of public goods and under what conditions decentralization seems to deliver its theoretical benefits. Analyses in the book address current concerns about the interaction of decentralization with social and political structure, resource mobilization, public goods provision and corruption. This work will be invaluable to scholars of politics, development studies and regional studies.

China's rapid economic development has not translated automatically into political development, with many of its institutions still in need of major reform. In the post-Mao era, despite the decentralization of local government with significant administrative and fiscal authority, China's government and policy-making processes have retained much of the inefficiency and corruption characteristic of the earlier period. This book analyzes the implementation of government and policy-making reform in China, focusing in particular on the

reform programmes instituted since the early 1990s. It considers all the important areas of reform, including the enhancement of policy-making capacity, reform of taxation and fund transfer policies, tightening of financial control, civil service reform and market deregulation. Bill K.P Chou assesses the course of policy reform in each of these areas, considers how successful reforms have been, and outlines what remains to be done. In particular, he explores the impact on the reform process of China's entry into the WTO in 2001, demonstrating that the process of reform in China has been one of continuous conflict between the agenda of political elites in central government, and the priorities of local leaders, with local agents often distorting, delaying or ignoring the policies emanating from the central government.

This book aims to examine the impact of fiscal decentralization on subnational resource mobilization capacity, and on macroeconomic stability, in four African countries. Field research conducted in Benin, Burkina Faso, Ghana and Mali, constituted the basis for a rigorous and detailed examination of the decentralization process in each country. One of the intriguing findings is that increased subnational tax autonomy significantly reduces the size of the central government and improves the central government budget balance in the sample countries. Recommendations are: (a) the design and implementation of

decentralization mechanisms must be based on the principles of stability, transparency, accountability, and equity; (b) frequent dialogue between the central and sub-national governments, and an active association and cooperation of local and regional levels of government in the formulation of macroeconomic objectives will improve the chances of successful decentralization programs; (c) authorities must heighten their campaigns to educate local populations on decentralization reforms. Full and educated participation of all citizens at the grassroots level is critical to the success of decentralization programs. In all, the book focuses its analysis on the capacity of local communities in Africa for autonomous development and self-governance, and that, is a refreshing addition to the literature.

Across the globe, governments are ending civil service as we know it. This volume presents the newest research that explores efforts to replace civil service systems with more flexible, non-tenured systems. Featuring both original and previously published essays by many of the leading practitioners and professors in the field of public administration, *Radical Reform of the Civil Service* asks big questions. Is radical reform of public bureaucracy needed? What is the scope of these reforms? What are the dangers of reform and why is it happening now? The essays in this book should be read by anyone interested in the future of

public management.

Includes statistics.

Public Sector Reform in Developing and Transitional Countries
Decentralisation and Local Governance
Routledge

Usually functioning in parallel to the proportional electoral system, community-level governments are rooted in mostly rural areas where traditional agricultural production is the norm. The legitimacy of community-level governments is based on trust and a higher sense of community responsibility and this study finds that they could well serve as advocates of community issues, messengers in elected local councils, providers of some community public services on behalf of local government, and managers of public administration matters. *Mind Your Own Business!* recognizes the potential of community-level governments for new forms of representation and alternative accountability mechanisms away from the center of government. This study compares the historical precedents in South Eastern Europe and Poland for community-level governance before moving to contrast the current practice and the future of this valuable resource for bringing services and rights to rural communities. Any further decentralization reforms in the public sector must consider how to develop power in such a decisive way that local communities are empowered by opportunities for sustainable development.

Book jacket.

Since the early 2000s, decentralization has been espoused as a major policy goal of successive Zambian governments. With the passing of the 2019 Local Government Act, a greater understanding is needed of how decentralization has progressed thus far in Zambia and how political economy dynamics have constrained the process. As such, a survey was conducted with 153 bureaucrats across 16 councils in four Zambian provinces, complemented by interviews with elected ward councilors. Three key findings emerge. First, the organizational setting in which councils operate undermines the continuity of service provision. In particular, transfers of staff by the Local Government Service Commission (LGSC), partially driven by the growth in the number of councils in recent years, increases pressure on the wage bill of local authorities, creates uncertainty for civil servants, and undermines institutional memory. Second, the unwillingness to cede genuine autonomy to local councils by the Ministry of Local Government (MLG) repeatedly emerged. A perception of low levels of consultation with council bureaucrats and elected councilors, especially when statutory instruments are issued, reinforce that accountability remains upwards to the MLG rather than downwards to citizens. Third, within the councils, there is a mismatch in incentives between the bureaucrats and politicians that can undermine policy

implementation; while the former respect authority and attention to procedures, the latter are focused on constituents' priorities and may bypass formal procedures to deliver to their voters. Based on interviews with market committees and solid waste companies, these dynamics have negative externalities on citizen perceptions and service provision in urban areas. As one of the few analyses conducted with local bureaucrats to assess their experiences with decentralization, the study aims to advance both policy and scholarship about the political economy dynamics surrounding efforts to strengthen subnational capabilities in developing countries.

This work contains reports of the International Institute of Administrative Sciences. The scientific programme emphasizes a comparative approach and incorporates significant theoretical and conceptual developments. Six workshops are reported upon including the reconstruction of government functions, decentralization, redesigning for responsiveness, accountability and risk-taking, special interests and client relationships, reaffirmation of values, and mobilizing learning. A panel on administrative reform in China forms a unique contribution. Readers include professionals, scholars and students of public administration. Ongaro has made a major contribution to understanding the political and administrative systems of Southern Europe. The work goes beyond that,

however, by providing an excellent example of comparative analysis in general. This book should be read by all students of comparative administration. B. Guy Peters, University of Pittsburgh, US and City University of Hong Kong This is an important book for several reasons. Public sector reform debates and policies have been heavily perhaps too heavily influenced by Anglo-Saxon models, and literature on reforms in the Latin part of Europe has, until now, only been available in a fragmented way. However, this unique new book offers a coherent vision across Southern Europe. It refers to important parts of our history and how these still influence current times. It also shows that culture does make a difference, and that contingencies are important. European public sector reform is as diverse as the range of its administrative histories, and this book is therefore crucial in our understanding of the future in relation to the past. Geert Bouckaert, Public Management Institute, Katholieke Universiteit Leuven, Belgium, and European Group for Public Administration This systematic, thorough and insightful book offers one of the very rare comparative studies of public management reform in Italy, France, Greece, Portugal and Spain. A unique and most valuable study. Walter Kickert, Erasmus University Rotterdam, the Netherlands Scholars of public management reform have been at it for many years but there was always a gap little was really known about southern Europe,

those countries that come from the Napoleonic tradition. Now, Professor Edoardo Ongaro of Bocconi University has filled that gap, and we will all profit from his diligent and insightful work. Jeffrey D. Straussman, Nelson A. Rockefeller College of Public Affairs and Policy, University at Albany, US Theoretically eclectic and empirically rich, this is a much-needed volume on the dark side of the moon, that is, public management reform outside the Anglo-Saxon world. Edoardo Ongaro sheds light on Italy and four other Napoleonic systems by producing a far-reaching comparative analysis that also captures the effects of Europeanization and multi-level governance on public management reforms. Ambitious yet ultimately accessible, this book is a must-read for those who want to explain and understand the trajectories of reform in their historical context. Claudio Radaelli, University of Exeter, UK The reader will find in Professor Ongaro's book a clear and thorough discussion of the public sector reform process both in Italy and southern European countries based upon a systematic comparative framework. This is a very useful and original work that any student in comparative politics or public administration will highly appreciate. Luc Rouban, CNRS, Centre de Recherches Politiques de Science Po (CEVIPOF), Paris, France This scholarly volume makes an interesting and distinctive contribution to the global public management reform debate by offering an analysis of reform trajectories in an

important but rather neglected group of Southern European countries. Ewan Ferlie, King's College London, UK Since the 1980s, a wave of reforms of public management has swept the world. The investigation into the effects of such major transformations has, however, been unbalanced: important countries have received only limited attention. This timely book fills the gap by investigating the dynamics of contemporary public management reform in five European countries that gave shape to the Napoleonic administrative tradition France, Greece, Italy, Portugal, Spain. Edoardo Ongaro presents an in-depth investigation of the reform of public management in these countries, revisiting major topics of theoretical interest in the study of public administration. He addresses key issues regarding the influence of the past on the transformation of the public se

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