



Depoliticisation of the Civil Service

Lessons learned from the Central
and East European Countries



Background

- Struggle to overcome the legacy of politicised civil service in the 1990s
- Expansion of the number of staff
- Inadequate employment conditions
- Stop and go nature of reform initiatives after changes of Governments



Content of reforms

- Adoption of Civil Service laws
- Separation between political and administrative posts
- Restrictions on political appointments for top civil service positions (open competition procedure, education and experience requirements)
- Creation of Civil Service Agencies to oversee the implementation



Key problems and challenges

- Political interest in controlling the senior civil service posts remains strong
- Lack of sufficient means to enforce existing legislation
- Strong ethnical considerations in some states



Problems with Coalition Governments

- Introduction of checks and balances between different coalition parties - overt politicisation
- Different politicisation trends depending on the nature of coalition (fragile multiparty alliances of convenience, coherent multi-party majority Governments or single dominant party coalitions)
- Systems of common or joint governance



Conclusions

- Expectations that Civil Service Laws will solve politicisation problems are unrealistic
- Allowing certain level of moderate politicisation is sensible (German model may be a good example)
- Lessening of polarisation between political parties – trust building is important
- Alliance building with political parties and interest groups for joint tackling of politicisation and patronage

THANK YOU FOR YOUR ATTENTION