

PUBLIC SECTOR GROUP
Application for Thematic Group Funding

1. *Activity Title:*

Comparative Country Experience in
Administrative Reform:

2. *Task Manager:*

Neil Parison

3. *Description of activity:*

Background

As collaboration with transitional governments in the field of public administration continues, the Bank is increasingly being asked to provide comparative country examples to assist countries with weak public administration strategies to further develop their agenda. It is clear that simply transferring one country's reform strategy to another country is ineffective, although certain characteristics of a strategy may speak to different needs of a country. As the Bank is considered a knowledge source, we find ourselves expected to provide such information on request.

Currently, the Bank does not have a product which addresses comparative details such as civil service legislation and regulations, executive agencies, human resource management and merit, performance management and accountability and pay reform, for example, in a multitude of countries. To transfer this information in a systematic and organized fashion, a collaborative effort by ECA PREM and the Public Sector Management Division has begun, in response to numerous client requests. The process to produce an analytical piece to synthesize lessons from reform programs pursued over recent years¹ is underway. This product looks at reforms in a specified and common set of thematic areas for 15 countries, ensuring a wide, diverse set of reform experiences.² Although initially only a few countries with select thematic areas had been chosen, the scope of the piece soon became much wider as interest from various governments in this piece grew.

It soon became clear that such work would be beneficial not just to governments who are embarking on a new public administration strategy, but also such comparative analysis of reform strategies would be able to inform ongoing and upcoming public sector reform work throughout the Bank. It has also been envisioned to share this piece with a much wider audience, including other multilateral lending institutions, the OECD, bilateral aid organizations, etc.

Description of Activity

Once the importance of this piece (as well as the scale of the audience) had been realized, it has become necessary to secure detailed, external commentaries on the country sections to ensure a quality product. The funding would cover 15 commentators (country and thematic specialists) to cover the 15 countries. Additionally, professional editing of the piece would also be necessary to ready the document for publication.

¹ Thematic areas included in the paper are as follows: constitutional/political system; structure of government, number of ministries; "problem" which the country attempted to solve through the reform program; stated objectives of the country's public administration reform program; center of government decision-making; budget reforms; downsizing and rightsizing; performance management and incentives; managerial flexibility and accountability; transparency and accountability; contractual relationships and contract management; fiscal and service delivery decentralization; civil service legislation; merit; depoliticization; pay policy and reform; ethics; electric government; and management development.

² The countries included in this piece are: Australia, Brazil, Canada, Chile, China, Finland, Germany, Hungary, Netherlands, New Zealand, Poland, Russia, South Korea, UK, and the US.

4. *Breakdown of costs:*

<u>Item</u>	<u>Breakdown</u>	<u>Total \$</u>
Consultant (15 external commentators)	15 @ \$500	\$7,500
Professional editing		\$2000
TOTAL		9,500

5. *Timeline:*

Consultants agreed upon and secured - end February, 2001

Consultant feedback and assessments – early March 2001

Professional editing completed – early March 2001

6. *Description of expected contributions to current operations on the ground (with identification of specific operations):*

This analytical piece will assist in developing the public administration reform agenda in several transition countries (currently Russia and Moldova are reforming their public administration agenda; two countries who will benefit from this analysis). This piece, made stronger by its external reviewers, will further the public sector agenda in these countries, to be supported by Bank projects in the future.

7. *Explanation of the public good aspect of this activity, i.e. the generalizable lessons and benefits that this activity is expected to provide:*

This activity is designed to be applicable to an extremely wide audience; there is currently demand from countries within the ECA workprogram for such comparative analysis. As such, as the scope of the project became larger, it has been important to maintain the integrity of the piece by securing external country commentators and editing, as this work will be broadly disseminated.

8. *Form(s) of knowledge output(s) that this activity will generate (e.g., PREM Note, paper, workshop, seminar):*

Publishable paper.