

Challenges & Experiences of Governance Reforms



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Exploratory Meeting
Istanbul, 10 -11 February 2004



Content of the Presentation

- **Trends in public administration**
- **Polish experience in introducing C.S. system**
- **Forces behind reform, successes & failures**



Factors & effects

- **Budget constraints**
- **Growing expectations from the public**
- **Pressure for greater efficiency**
- **Fall in unemployment**

=> Lower spending on administration

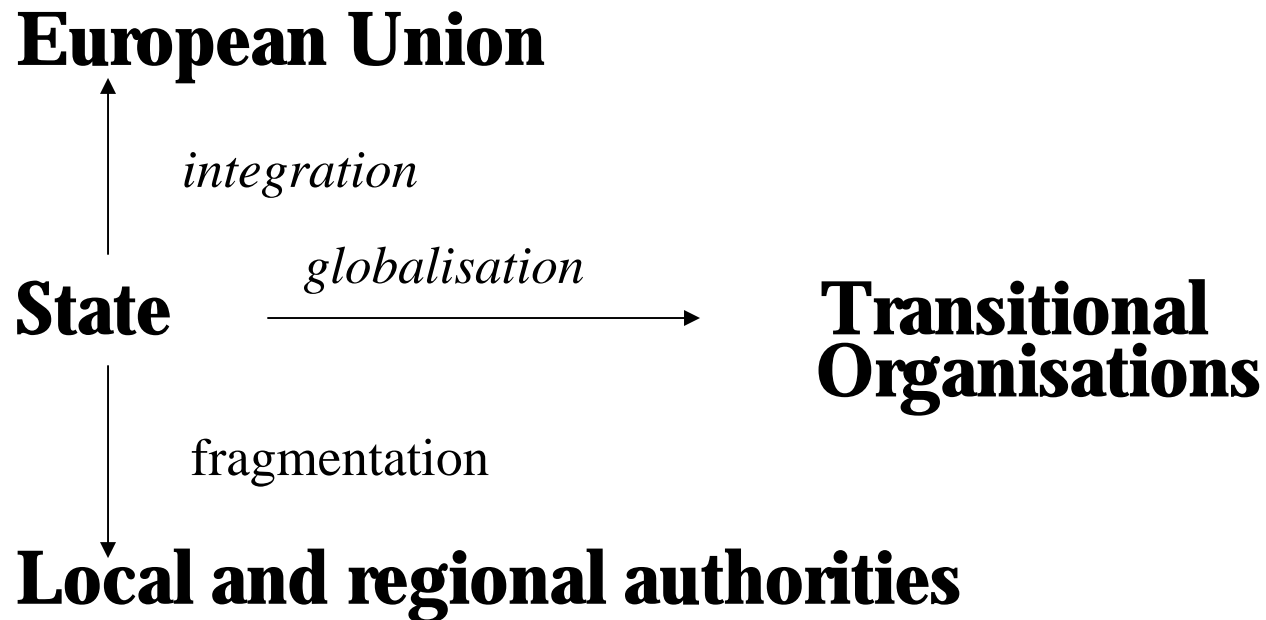
=> Service orientation, improved quality standards

=> Payment and appraisal by performance

=> Tighter competition and the labour market



Pressure on state





Polish experience

- **Under the communist regime:**
 - **no clear legal rules concerning the system of civil service, recruitment, promotion and training**
- **Features:**
 - **arbitrary decision in different sectors of public administration**
 - **demonstration of political loyalty**



Constitution of the RP

Article 153

- 1. A corps of civil servants shall operate in the organs of government administration in order to ensure a professional, reliable, impartial and politically neutral discharge of State's obligations.***
- 2. The Prime Minister shall be the superior of such corps of civil servants.***

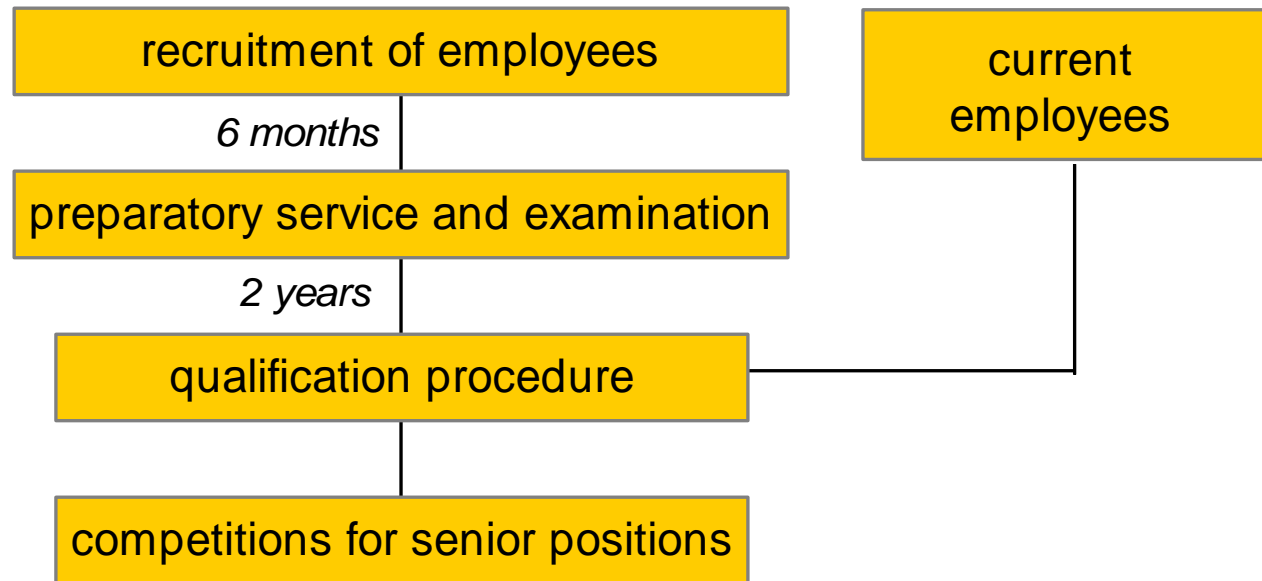


Civil Service System

*employment contract
of limited duration*

*employment contract
of unlimited duration*

nomination





Civil Service corps members - rights and duties

civil service employee

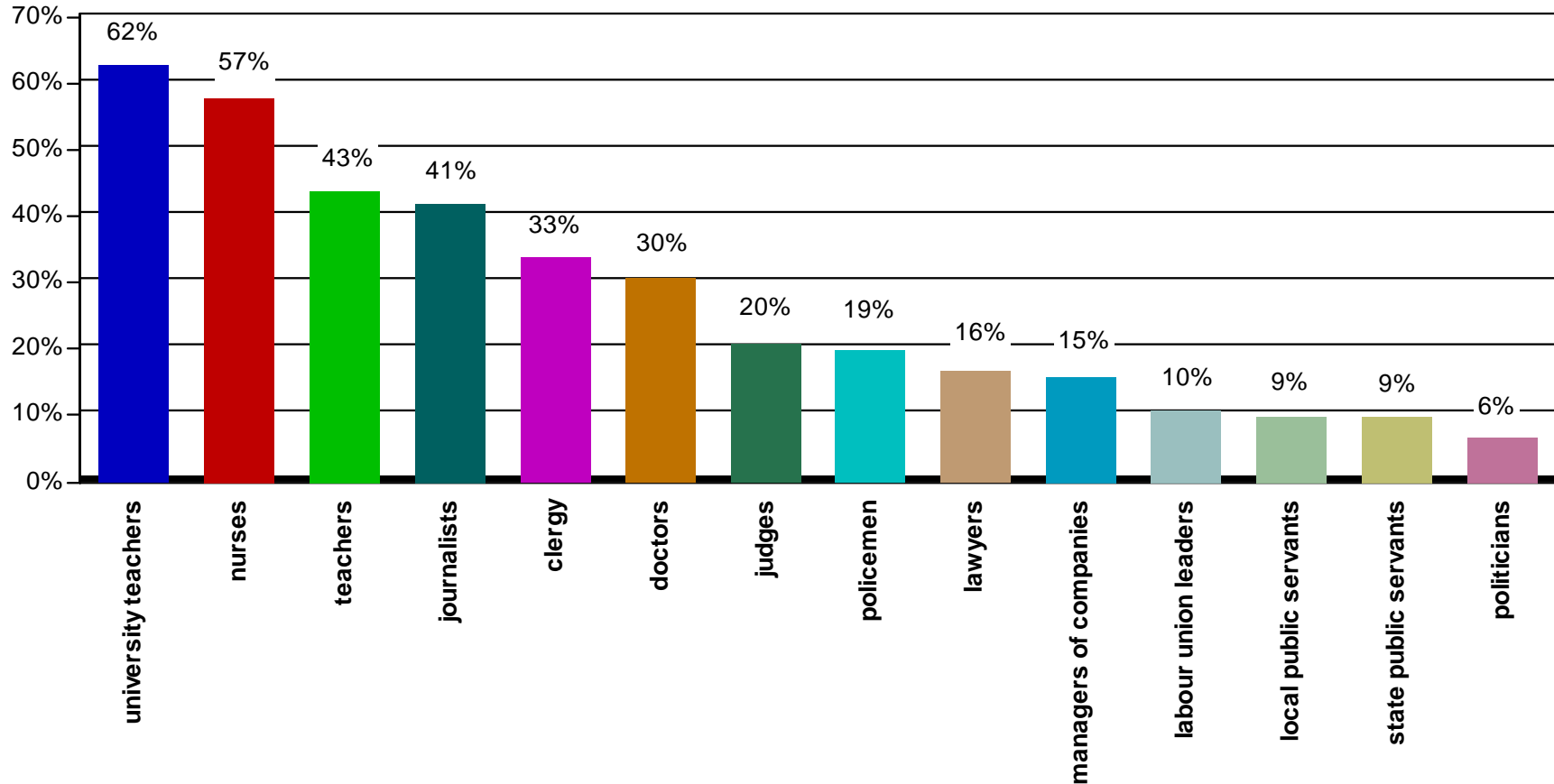
civil servant

- Ban on the public manifest of political beliefs
- Ban on participating in strikes and actions of protest, which interfere with functioning of the office

- Ban on performing functions within trade unions
- Ban on establishment or participating in political parties
- Ban on combining employment in CS with self-government councillor's status



Professional honesty & integrity (public opinion research)



rate of affirmative opinions



Code of Ethics

- constitutional principles

- **The civil service corps members shall:**
 - **perform their duties reliably**
 - **enhance their competencies**
 - **be impartial in the execution of their assignment and duties**
 - **be politically neutral**
- **Inspirations**
 - **The Recommendation made by the Committee of Ministers of the Council of Europe No R (2000)10**
 - **The Nolan's Code**
 - **The United States Code of professional ethics of civil services employee**
 - **The Ethical code of the United States Public Administration Association**



Difficulties, obstacles

- **Change of mentality and habits**
- **Lack of sufficient financial resources**
- **High influence of political pressure groups particularly in local administration**
- **Fragmentation of Public Administration**



Forces behind reforms

- **Young people - well educated, with knowledge of languages**
- **National School of Public Administration**
- **Civil society's involvement: Transparency International, Batory Foundation: Anti-corruption Program, Institute for Public Affairs**
- **Role of international institutions: UE, OECD, SIGMA, Council of Europe, World Bank**