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## LUIS MAHONEY

**Public Sector Reform in Developing and Transitional Countries** Intl Food Policy Res Inst  
 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.

World Bank Group: Governance and Public Sector Reform Routledge

This report states that the future of East Asian countries depends on the capacity and performance of local and provincial governments. Decentralization has unleashed local initiative and energy, with new ways to deliver services to people, with potential for continued improvement. The report,

which focuses on six countries, notes the differences in the approach to decentralizing government in Cambodia, China, Indonesia, the Philippines, Thailand, and Vietnam

*Retrospect and Prospects* Food & Agriculture Org.

Public service reform, or public sector reform, has been a hot topic among political scientists in recent years as most existing government structures are inadequate to cope with the ever-changing environments of globalism in terms of capital and technology. This is particularly true among Asian countries where the traditional bureaucracy has been strong as compared to a relatively weak sense of community. Traditional relations between government, the business sector and labour, which slowly have taken shape in the last two decades, are now once again challenged through de-colonialization in Hong Kong, democratization in Korea, decentralization in Singapore and technological innovation in Japan. This timely collection addresses a variety of selected reform issues confronted by these four developed Asian economies. The areas of reform covered range from human resource management, financial management and pay reform, to central agency role, service improvements, private sector involvement and political accountability.

**A Report on the First Year** CRC Press

The Civil Service Reform Act of 1978 is intended to provide Federal managers with the flexibility to improve Government operations and productivity while, at the same time, protect employees from unfair or unwarranted practices. As part of civil service reform, a reorganization of the agencies administering the Federal personnel system was proposed and approved. Thus, the Civil Service Commission (CSC) was abolished, and the Office of Personnel Management (OPM) and the Merit Systems Protection Board and its Special Counsel were established in its place; the Federal Labor Relations Authority was established in place of the Federal Labor Relations Council; and the Equal Employment Opportunity Commission was given responsibility for enforcing equal employment laws in the Federal agencies. The basic OPM implementation principle is that it will regulate only to the extent that there is a compelling need for uniformity in interpreting the law. The organizational components inherited from CSC have been consolidated and realigned, and OPM activities have been refocused in line with the requirements of the Act. OPM has attempted to open channels of communication to inform Federal line managers about civil service reform and how the executive branch will be affected through a program development conference. A two-stage process was employed to develop and issue new regulations implementing the Act. Training programs relating to civil service reform subjects were developed or revised and made available to agencies. In planning extensive evaluations of the Act, OPM is working with GAO, Congress, the Office of Management and Budget, and executive branch agencies to tailor its evaluations to meet their needs to the extent possible. GAO expressed concern over the possibility that merit system principles could be compromised unless OPM maintains a strict oversight of agency personnel management activities. It believed that in most cases, agency personnel management systems should be designed around a basic framework provided by OPM because without such a framework, Congress and the public will not be able to compare agency programs. Although OPM agency relations officers are responsible for providing technical assistance and consultative services, as well as for conducting compliance evaluation, GAO believes that agencies may be reluctant to request assistance from the same group that inspects them. GAO is also concerned that: (1) the timeframe established by the Act for implementing performance appraisal systems and merit pay systems may be inadequate for OPM and agencies for development and testing; (2) early retirement procedures are permitting employees not adversely affected by major reorganization to take early retirements; (3) linkage of Federal executive pay to congressional pay continues to exacerbate pay compression for the Senior Executive Service; (4) too little attention is being paid to gathering sufficient data, to protecting seniority rights, and to considering alternatives to grade and pay retention; and (5) agencies are making very little progress in complying with the OPM regulations on the Federal Equal Opportunity Recruitment Program. Because the review was made during the early stages of implementation, no recommendations were made.

*Public Management Reform and Modernization* CRC Press

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.

*Civil Service Reform in Latin America and the Caribbean* GRIN Verlag

"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 Hecló, 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 Hecló. Six former directors of the Office of Personnel Management commented on early versions of these chapters at a 1998 conference.

*Assessing Public Sector Reforms* Routledge

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.

**Racing with Decentralization** Routledge

Written by leading experts, *Public Administration in East Asia: Mainland China, Japan, South Korea, Taiwan* examines the inner workings of governments in East Asia, in particular its public administration and related public policy processes. It focuses on the apparatus of government — the agencies, their values, context, and policies within which they operate. Organized in parallel sections, the book covers the history, public policy processes, organization, HRM, ethics, corruption, intergovernmental relations, performance management, and e-government. It discusses each of these topics separately for Mainland China, Japan, South Korea, and Taiwan, providing an unusual and important comparative perspective. The book includes essential knowledge and facts, discussions of emerging issues, and useful resources for further reading. It addresses questions such as: What is the history of public administration in East Asia? How are decisions made? What is the role of Confucianism in shaping public administration? How does the developmental path affect public administration? Why is performance management emphasized? What is the state of citizen participation? How are ethical underpinnings of the civil service different from the West? Why are intergovernmental relations an essential issue in East Asia? What are the politics behind world-class achievements in IT? What is the nature of civil service reform? What is the nature of efforts to combat government corruption? You can find many books on trade policy and politics that sometimes give good insight into the operation of government agencies. You can also find a few edited books that contain single chapters on countries in the Asia-Pacific region. What is missing, however, is a single resource that provides an overview with depth on matters solely about public administration. This state-of-the-art resource brings together the fragments of existing knowledge on East Asian economies, filling the need for a comprehensive compendium that showcases the public administration practices in the region and East Asia's innovative approaches to governance and its many challenges.

**Mainland China, Japan, South Korea, Taiwan** Edward Elgar Publishing

Understanding the effects of radical change on public personnel systems is critically important both now and in the future to all those interested in the quality of American democracy. Civil service reform is occurring at all levels of government both in the United States and abroad. *American Public Service: Radical Reform and the Merit System* is a collection of papers that examine the innovations, strategies, and issues found in the contemporary civil service reform debate. Offering diverse perspectives from expert contributors, this book presents matters concerning radical reform and the merit system at the federal, state, and local levels of government. This volume offers fresh insight into the effects of merit system changes on employees. Divided into four sections, this book... · Examines a portrait of contemporary reforms from across the country and concepts to interpret those data · Addresses whether the relaxation of civil service protections against partisan intrusion will result in corruption · Provides examples of ongoing changes and analyzes survey data from state managers · Discusses a variety of key issues, such as the impact on racial inequality of moving from a protected class employment

status to an unprotected at-will relationship The book provides a baseline of data on reforms as well as an account of their current promises and pitfalls. Covering topics ripped from the headlines, this text also identifies pressing issues and makes suggestions for the future. Offering a variety of methodological approaches, it is ideal for all those interested in effective governance.

*Government Employment and Pay* McGraw-Hill Education (UK)

This study analyzes strategic and programming issues arising from the emerging deconcentration and decentralization reforms in Cambodia and informs the debate on the pace and strategic direction of these reforms. The study looks at the evolving legal and regulatory framework pointing to the gaps and inconsistencies that need to be addressed for a coherent framework over time. The study elaborates on the large cast of complex, and sometimes competing, institutions and the challenges of setting up an equitable and transparent intergovernmental financing system. Evaluating the strengths and weaknesses of the government's 10-year national program, the study suggests some critical steps for successful implementation of the reforms, including the need to develop a clear reform policy framework, obtain better coordination among government agencies and between the government and development partners, clarify uncertainties in the assignment of functions between tiers of government, design a robust system on intergovernmental financing, and develop capacities to implement the reforms. The study also suggests some important considerations for ADB programming, including how to best support the deconcentration and decentralization reforms at the central, subnational, and sector levels.

**Personnel Policy and Politics at the Subnational Level** World Bank Publications Includes statistics.

**Politicians, Bureaucrats and Administrative Reform** INTERNATIONAL MONETARY FUND

The authors also explore two controversial propositions. First they ask whether Britain is moving from the unitary, strong executive of the "Westminster model" to a "differentiated polity" characterized by institutional fragmentation. Second, they consider whether an unintended consequence of recent changes is a 'hollowing out of the state'. Is the British executive losing functions downwards to devolved governments and special-purpose bodies and outwards to regional offices and agencies with a resulting loss of central capacity? Substantial empirical data (both quantitative and qualitative) has been amassed here in order to give answers to these questions.

**The Future of Merit** Intl Food Policy Res Inst

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.

*Civil Service Reform* CRC Press

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.

**Balance, accountability and responsiveness** World Bank Publications

In the last two decades governments have invested a great deal of time, money, and political capital in reforms to make the public sector more efficient. They have, however, invested little in evaluating the effectiveness of their efforts, accepting many of the reforms because of a belief in a particular approach to governing or an ideological commitment on the part of politicians. This collection of essays "takes stock" of these reform measures and their impact on public

administration.

[Civil Service Reform in the States](#) African Books Collective

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 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).

[Decentralisation and Local Governance](#) Routledge

This Selected Issues paper analyzes the decentralization of government in the Union of the Comoros and its economic management functions foreseen under the constitution. The paper

examines the special challenge of combining a civil service reform needed to increase the efficiency of the civil service with the decentralization of the civil service foreseen under the new constitution. It discusses developments in a number of civil service indicators that are often used to analyze the government wage bill and employment in relation to economic and fiscal objectives.

[Exploration of a New Approach and Methodology](#) SUNY Press

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.

[Civil Service Reform--where it Stands Today](#) Edward Elgar Publishing

Assesses recent civil service reforms undertaken by state governments.

[Building the Republican State](#) Oxford University Press on Demand

This book is concerned with the civil services of the United Kingdom, examining their characteristics and trends since 1970. It provides a map of the British civil service beyond Whitehall, giving an individual country-by-country analysis of the civil services of the UK. It considers the implications of the changing nature of the civil services for our understanding of British governance, especially in the context of the public sector management reforms of the 1980s and 1990s and the impact of constitutional change (chiefly devolution) since 1998. Given that devolution has been characterized as a process rather than an event, the book brings to bear evidence of how existing longstanding differences within some parts of British public administration may come to be replicated elsewhere in the UK. The authors also explore two controversial propositions. First they ask whether Britain is moving from the unitary, strong executive of the 'Westminster model' to a 'differentiated polity' characterized by institutional fragmentation. Second, they consider whether an unintended consequence of recent changes is a 'hollowing out of the state'. Is the British executive losing functions downwards to devolved governments and special-purpose bodies and outwards to regional offices and agencies with a resulting loss of central capacity? Substantial empirical data (both quantitative and qualitative) has been amassed here in order to give answers to these questions. Decentralizing the Civil Service assesses the UK's changing civil services in the wake of two decades of public sector management reforms and New Labour's constitutional reform programme, most notably devolution to Scotland, Wales and Northern Ireland. This assessment has significant implications for how we view governance in the UK.

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