

# Expert session 3: Politics, leadership and agencies

Structuring Government in the 21 st Century:  
Managing and Controlling Public Agencies at National and EU-level

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# Fairly simple structure

- government organizations
- state agencies
- public institutions
- private law bodies

- structure has been stable
- lots of movement within
  - mostly sectorally led

# Historical context

- 1990-1996: initial phase
  - 1996-2004: EU accession
  - 2004-2010: post-transition
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- K.Sarapuu

# Recent arguments for change

## Problems

- fragmentation
- duplication
- inefficiencies
- EU requirements

## Aims

- efficiency gains
- better quality services
- improved coordination, collaboration
- synergies
- sustainability
- taking up additional tasks
- capacity to manage more complex tasks

# Results

- little evidence on effectiveness, yet
- cost-savings
- staff reductions
- broader areas of responsibility
- some unclarity for citizens



## Working in Estonia

### [Working in Estonia](#)

Who is residing in Estonia on the basis of a temporary residence permit, has a right to work in Estonia, unless otherwise stipulated by the law.

Who is allowed to work in Estonia for a short term without the work permit **up to 6 months within a year**. In addition, an alien may work without the work permit, if his or her working is registered before taking an employment contract. Registering of working for a short term may be applied by:

Who arrives to Estonia on the basis of visa or visa-free;  
Who is staying in Estonia on the basis of visa or visa-free.

Who is a citizen of the EU have the right to work in Estonia starting from entering the country for three months and if the right of residence has been granted (work permit is not needed). Family member of the EU citizen who is staying in Estonia in case he or she has been granted the right of residence (work permit is not needed).

- > Identity documents
- > State fees
- > Residence permit
- > Right of residence
- > **Working in Estonia**
  - > **Work permit**
  - > **Registering of temporary working**
- > Estonian citizenship
- > Extension of the period of stay in Estonia
- > International protection
- > Preventing illegal migration
- > Weapons permit
- > Security services
- > Punishment register
- > Registration of a public meeting
- > Client information

# Control

- autonomy varies across:
  - types of agencies
  - ministries
- clear differences between gov'tal and other agencies
- attempts for centralization (financial, HR)
- and decentralization (managerial, HR)