

Agencies in the CEE Countries: Taking Stock

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Agencies Have Become Common Administrative Structures

- Time to Assess Them
- Multiple Dimensions for Consideration
- Variable Across Countries
- Variable Across Types of Agencies
- Will there be Variance Across Time?

Political as Well as Administrative Choices

- Some Positive

 - Emphasis on Policies

 - Alternative Locus for Leadership

 - Decentralizing (perhaps especially in CEE?)

 - Evading Roadblocks

- Some Negative

 - Blame Avoidance

 - Load-shedding

 - Diffuse Accountability

Particular Challenges in the CEE Countries

- Legacies of the Past
- Incomplete Institutionalization of Weberian Administrative Ethos
- Legalistic Administrative Cultures
- Relative Lack of Resources
- Rapid Political Change

Institutionalization

- How Well are Agencies Institutionalized?
- Is This a Fad, or an Enduring Feature?
- Role of Leadership in Institutionalization?

Leaders are Administrative

But Must also be Political (bureaucratic politicians)

- Consequences?

Efficiency

- A Principal Argument for the Model
- Has it been Borne out?
- Why, and Why Not?
- What Additional Reforms May be Required?

Effectiveness

- Another Principal Argument
- Again, what is the Evidence?
- What is the Role of the Leadership?
- What Types of Leaders are Best?

Autonomy

- Major Feature of the Model
- Has it been Sustained?
- On Which Dimensions?
- Why?

Policy-Making

- Model was More About Implementation
- But also Policy Implications
- What effect, if Any, on Policy?

Accountability

- Central Political Question
- Part of the Design was to Reduce Traditional forms of Accountability
- And Subsequent Changes Designed to Enhance Accountability
- What has been the Net Result?

Accountability, 2

- Dimensions of Accountability (Related to Autonomy)

Finances

Implementation

Policy

Personnel

Conclusion

- On Balance A Success?
- Or Not?
- Greatest Success?
- Greatest Failures?

Conclusion II

- What Have We Learned?
- About Structural “Fixes”?
- About Leadership?
- About Politics (Bureaucratic and Otherwise)?
- About Public Administration in General?