

Contents

CONTENTS.....	4
INTRODUCTION.....	7
25 YEARS OF PUBLIC ADMINISTRATION IN THE CZECH REPUBLIC	10
INTRODUCTION	10
1. DEVELOPMENT OF PUBLIC ADMINISTRATION IN THE CZECH REPUBLIC TO 1989.....	11
<i>1.1 Chronological development of public administration to 1989.....</i>	<i>11</i>
<i>1.2 Key findings from this period</i>	<i>14</i>
2. DEVELOPMENT OF PUBLIC ADMINISTRATION SINCE 1989	15
<i>2.1 Development in the period of 1989 – 2003.....</i>	<i>15</i>
<i>2.1.1 Procedures and steps of reform in this period.....</i>	<i>15</i>
<i>2.1.2 Key findings from this period</i>	<i>18</i>
<i>2.2 Development of public administration since 2003</i>	<i>19</i>
<i>2.2.1 Procedures and steps of reform in this period.....</i>	<i>19</i>
<i>2.2.2 Key findings from this period</i>	<i>28</i>
3. CRITICAL ASSESSMENT OF IMPLEMENTED REFORMS.....	30
4. BEST PRACTICES AND RECOMMENDATIONS FOR IMPLEMENTATION IN THE V4 COUNTRIES.....	36
CONCLUSION	42
REFERENCES:	43
HUNGARY’S CENTRAL STATE ADMINISTRATION 1990-2014.....	48
INTRODUCTION.....	48
1. THE THEORETICAL CONTEXT, THE QUESTIONS AND THE METHOD OF THE RESEARCH.....	49
<i>1.1 Scholarly accounts of public administration reforms in Central and Eastern Europe.....</i>	<i>49</i>
<i>1.2 Research questions and method</i>	<i>51</i>
2. DEMOCRATIC TRANSITION AND CONSOLIDATION (1989 – 1998).....	53
<i>2.1 The context and the key determinants of reforms</i>	<i>55</i>
<i>2.2 Structural changes.....</i>	<i>59</i>
<i>2.3 Operations and work processes.....</i>	<i>61</i>
<i>2.4 The civil service system</i>	<i>62</i>
3. PRESIDENTIALISM AND GOVERNMENTAL CAPACITY BUILDING (1998-2010)	63
<i>3.1 The context and the key determinants of reforms</i>	<i>63</i>
<i>3.2 Structural changes.....</i>	<i>65</i>
<i>3.3 Operations and work processes.....</i>	<i>68</i>
<i>3.4 The civil service system</i>	<i>69</i>
4. ILLIBERAL DEMOCRACY AND “ORBANIZATION”(2010 -2014).....	70
<i>4.1 The context and the key determinants of reforms</i>	<i>70</i>
<i>4.2 Structural changes.....</i>	<i>72</i>
<i>4.3 Operations and work processes.....</i>	<i>76</i>

4.4 The civil service system	77
CONCLUSIONS: HUNGARIAN REFORM PATTERNS	78
REFERENCES.....	80
PUBLIC ADMINISTRATION REFORMS IN POLAND	85
INTRODUCTION.....	86
1. PUBLIC ADMINISTRATION BEFORE 1989.....	87
2. PUBLIC ADMINISTRATION AFTER 1989	89
2.1 <i>Structural efforts and unsatisfactory results</i>	98
2.2 <i>Critical assessment of Implemented Reforms</i>	101
2.3 <i>The problem of the politicization</i>	104
2.4 <i>Estatist model of public governance</i>	105
2.5 <i>The role of human capital</i>	106
2.6 <i>The role of analytical skills</i>	107
2.7 <i>Organizational culture</i>	109
3. BEST PRACTICES AND RECOMMENDATIONS FOR IMPLEMENTATION IN OTHER V4 COUNTRIES	110
REFERENCES.....	113

DEVELOPMENTS AND REFORMS IN PUBLIC ADMINISTRATION IN SLOVAK REPUBLIC (CRITICAL ASSESSMENT OF SELECTED IMPLEMENTED NPM TOOLS)..... 117

SHORT INTRODUCTION	117
1. DESCRIPTION OF PUBLIC ADMINISTRATION PRIOR TRANSITION IN 1989	118
1.1 <i>Historical development of territorial and administrative arrangement in the territory of the Slovak Republic until the foundation of the Kingdom of Hungary</i>	119
1.2 <i>Territorial and administrative arrangement until 1918</i>	120
1.3 <i>Territorial arrangement of Slovakia from the foundation of the Czechoslovak Republic to 1945</i>	123
1.4 <i>Public administration in Slovakia after the WW II</i>	125
2. DEVELOPMENT OF THE PUBLIC ADMINISTRATION SYSTEM AFTER TRANSITION	126
2.1. <i>Development of the public administration system and territorial division of Slovakia after 1990</i>	127
2.2. <i>Changes in the territorial and administrative arrangement of Slovakia after 1996</i>	128
2.3 <i>Public administration reforms in the Slovak Republic since 2004</i>	131
2.4 <i>Changes in the public administration system of the Slovak Republic after 2013</i>	135
2.4.1 <i>Electronic public administration</i>	137
3. CRITICAL ASSESSMENT OF IMPLEMENTED REFORMS IN SLOVAKIA	138
3.1 <i>Case 1 Public service delivery at the local self-government level</i>	142
3.1.1 <i>The scale of contracting-out</i>	143
3.1.2 <i>The efficiency impacts of contracting local public services</i>	144
3.1.3 <i>The way/system of deciding the contracting-out and selecting the supplier</i>	154
3.1.4 <i>The quality of contract management</i>	155
3.2 <i>Case 2 Co-creation – citizens participation</i>	157
3.2.1 <i>The role of main actors in co-creative innovations</i>	159

4. PROBLEMS SOLUTIONS AND RECOMMENDATIONS FOR IMPLEMENTATION IN OTHER V4 COUNTRIES	162
CONCLUSION	163
REFERENCES (PART 3, 4).....	165
REFERENCES (PART 1, 2)	169
PUBLIC ADMINISTRATION REFORMS IN VISEGRAD COUNTRIES: “TWO STEPS FORWARD – ONE STEP BACK” PROCESSES (?).....	173
1. PUBLIC ADMINISTRATION REFORMS IN VISEGRAD COUNTRIES AFTER 1989: GENERAL OVERVIEW	173
<i>1.1 Czech Republic</i>	173
<i>1.2 Hungary</i>	175
<i>1.3 Poland</i>	176
<i>1.4 Slovakia</i>	177
2. PUBLIC ADMINISTRATION REFORMS IN VISEGRAD COUNTRIES: “SECTORAL ISSUES”	178
<i>2.1 Civil service reforms</i>	178
<i>2.2 Agencification</i>	180
<i>2.3 External actors and pressures</i>	181
<i>2.4 Politicization: zigzag reforms and reforms for reforms as one of its results</i>	182
<i>2.5 Self-government</i>	183
<i>2.6 Administrative services and service delivery</i>	185
3. PUBLIC ADMINISTRATION REFORMS IN VISEGRAD COUNTRIES: CURRENT CHALLENGES AND POSSIBLE RESPONSES	186
REFERENCES.....	188