

# **Building Capacity for Public Administrative Reform: Experiences from Slovenia (1991 to 2006)**

**A Two Part Panel Proposal for A General Session  
(total time: Four hours)**

**The 14<sup>th</sup> NISPAcee Annual Conference  
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## **Session Coordinators**

### **Professor Gorazd Trpin**

University of Ljubljana, Faculty of Law  
Poljanski nasip 2, 1000 Ljubljana, Slovenia  
386-1-4203-178 (Tel), 386-1-4203-175 (Fax)  
Email: gorazd.trpin@pf.uni-lj.si

### **Professor Lichia Yiu**

Centre for Socio-Eco-Nomic Development  
CP 1498 Mt Blanc, 1211 Geneva 1, Switzerland  
41-22-906-1720 (Tel), 41-22-738-1737 (Fax)  
email: yiu@csend.org

## BUILDING CAPACITY FOR PUBLIC ADMINISTRATIVE REFORM: EXPERIENCES FROM SLOVENIA (1991-2006)

### PANEL OVERVIEW

#### Abstract

Since gaining independence in 1991, the Slovene Government has embarked on a sustained effort to reform its economy and public administration. Different projects were undertaken very soon after reaching independence ranging from an initial bilateral project titled Managing Administrative System through Training, Education and Research (M.A.S.T.E.R.) to subsequent EU financed PAR projects. These multiple projects resulted in acquired know-how in the field of capacity building which Slovenia is now also sharing with other countries of the Central and Eastern European region. The goal of this special session is to reflect on the journey made so far and the underlying dynamics that contributed to the success of Slovenia's transformation. The panellists will share with the NISPAce community of scholars what has been achieved so far, where the current challenges are for Slovenia's public administration and what the implications are for the countries in the region, and to what extent their approach to capacity building for PAR projects can be replicated in other countries.

**Keywords:** capacity building, public administrative reform, know-how transfer.

#### References

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## **Format**

This panel session is organised in two parts. Part One focuses on capacity building for education and in-service training of Slovenia's central public administration. The presentations of the five speakers are organised along a chronological sequence starting from independence up to current times. Part Two of this panel focuses on the capacity building for public administrative reform especially as it relates to organisational and public management challenges starting from 1991 and ending with current engagements of Slovenia with other new EU member states or accession countries. Both parts will be concluded with a 30 minute panel discussion regarding future developments, challenges and regional implications.

Each presentation (a total of ten) will last 15 minutes including a short Question & Answer section. The speakers are all experts with concrete experiences in the respective areas of competence and with experience in public administrative reform in Slovenia. Lessons learnt will be of interest to all NISPAcee participants who can benchmark the Slovenian experience with their own national developments in these important fields of public administration reform and public administrative capacity building.

**PART I:**  
**BUILDING CAPACITY FOR EFFECTIVE EDUCATION AND IN-SERVICE TRAINING**  
**WITHIN PUBLIC ADMINISTRATION: SLOVENIA 1991-2006**

Panellists

<p><b><u>1. State of education of civil servants in Slovenia from independence to 1993</u></b></p> <p><b>Gorazd Trpin</b> <b>University of Ljubljana, Faculty of Law</b></p> <p>Poljanski nasip 2, 1000 Ljubljana, Slovenia 386-1-4203-178 (Tel), 386-1-4203-175 (Fax) Email: gorazd.trpin@pf.uni-lj.si</p>	<p><b><u>2. Designing and Implementing the Education and Training Stream of the M.A.S.T.E.R. Programme</u></b></p> <p><b>Lichia Yiu</b> <b>President, CSEND, Geneva</b></p> <p>CP 1498 Mt Blanc, 1211 Geneva 1, Switzerland 41-22-906-1720 (Tel), 41-22-738-1737 (Fax) email: yiu@csend.org</p>
<p><b><u>3. Setting up the Administrative Academy of Slovenia and Its Current Operations</u></b></p> <p><b>Gozdana Miglič , Director</b> <b>Administrative Academy,</b></p> <p>Address???</p>	<p><b><u>4. Role and Contribution of the School of Public Administration, University of Ljubljana</u></b></p> <p><b>Mirko Vintar</b> <b>Director ???</b></p>
<p><b><u>5. Contributions and Experiences of Slovenian Experts in Education and Training of Civil Servants in other NISPAce countries</u></b></p> <p><b>Samo Godec, Team Leader</b> <b>Project: Public Administration Reform in Serbia, European Agency for restructuring and Development, Belgrade</b></p> <p>Address:</p>	<p><b><u>6. Panel Discussion: Current Challenges in regard to Education and Training of Civil Servants within Slovenia and Implications for Other Countries in the Region</u></b></p> <p><b>Chaired by Mirko Vintar</b> <b>with all speakers</b></p>

## Key points of presentations:

### 1. State of education of civil servants in Slovenia from independence to 1993 (Gorazd Trpin)

At the time of independence in 1991, the Slovene civil servants were basically the same civil servants who worked under the previous period of the Yugoslav Republic and its particular form of public administration. As of independence, these civil servants had to learn how to deliver more services to their citizen in shorter time and at improved levels of quality and neutrality. This move from old traditional civil service to a modern administrative system meant that the civil servants needed to be retrained and given skills upgrading opportunities.

The early part of independence was spent on rewriting civil service laws and exploring ways to create appropriate and adequate training opportunities for Slovenia's 30,000 civil servants. Training was mostly focused on getting familiar with the new legal environment and requirements and less on managerial competence. *Gorazd add and change as seen needed*

### 2. Designing and Implementing the Education and Training Stream of the M.A.S.T.E.R. Programme (Lichia Yiu)

Since gaining independence in 1991, the Slovene Government has embarked on a vigorous effort to reform its economy and public administration. A project titled Managing Administrative System through Training, Education and Research (M.A.S.T.E.R.<sup>1</sup>) was carried out from 1993-1996 with the aim of developing the Government of Slovenia's internal capability in reform and modernisation of its public administration. Concretely, one of the objectives of this M.A.S.T.E.R. project was to train 40 Slovene civil servants of different ministries and to equip them with knowledge and skills to act as catalysts and facilitators of reform and modernisation in Slovenia. This presentation describes the methods which were used namely *action learning and action research* approaches and how an institution was created initially called Training & Development, later Administrative Academy.

### 3. Setting up the Administrative Academy of Slovenia and Its Current Operations (Gozdana Miglič)

After the completion of the M.A.S.T.E.R. project, an Administrative Academy was set up within the Ministry of Interior in 1996. . *Gozdana: please describe what you will say- main messages e.g. about the history of the Admin Academy in one paragraph*

### 4. Role and Contribution of the School of Public Administration, University of Ljubljana (Mirko Vintar)

*Mirko: please give History of School, how it was transformed to current University faculty and what are the current teaching and research activities. May be Mirko has a ready paragraph that can be used.?*

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<sup>1</sup> M.A.S.T.E.R. a registered trademark at WIPO of Centre for Socio-Eco-Nomic Development in Geneva.

**5. Contributions and Experiences of Slovene Experts in Education and Training of Civil Servants in other NISPAce Countries ( Samo Godec)**

Slovenia has accumulated rich experience in designing training master plans and individual training programmes. Several countries of the former Yugoslavia have started to modernise their own public administration and to upgrade skills and competencies of their civil servants. The experiences and know-how accumulated in Slovenia over the last 10 years are now being used to support the modernisation drive in other South-Eastern countries. This presentation will describe in which way this transfer of know-how is being conducted, where and by whom. *Samo please add but don't go beyond one paragraphe*

**6. Panel Discussion: Current Challenges in regard to Education and Training of Civil Servants within Slovenia and Implications for Other Countries in the Region (Chaired by Mirko Vintar) (20')**

The objective of this panel discussion is to provide the speakers an opportunity to deepen the analysis of their respective topic while at the same time using the moment for exchanges across the panel members but also including questions and inputs from the audience.

**PART II:**  
**BUILDING CAPACITY FOR INSTITUTION DEVELOPMENT AND PUBLIC  
ADMINISTRATIVE REFORM: SLOVENIA 1991-2006**

Panellists

<p><b><u>1. State of Institution Development and Public Administrative Reform from independence to 1993</u></b></p> <p><b>Bojan Bugarič</b> Faculty of Law University of Ljubljana Poljanski nasip 2, 1000 Ljubljana, Slovenia 386-1-4203-178 (Tel), 386-1-4203-175 (Fax) Email: bojan.bugaric@pf.uni-lj.si</p>	<p><b><u>2. Designing and Implementing the Organisation and Management Stream of the M.A.S.T.E.R. Programme</u></b></p> <p><b>Raymond Saner</b> Director, CSEND, Geneva CP 1498 Mt Blanc, 1211 Geneva 1, Switzerland 41-22-906-1720 (Tel), 41-22-738-1737 (Fax) email: yiu@csend.org</p>
<p><b><u>3. Setting up the EU approximation O&amp;M unit of Slovenian government</u></b></p> <p>Some MASTER participants went there, who?</p>	<p><b><u>4. Current Challenges in regard to Institutional and Administrative Reform in Slovenia</u></b></p> <p><b>Stanka Setnikar-Cankar (tbc)</b> Faculty of Public Administration University of Ljubljana, Slovenia Address??</p>
<p><b><u>5. Contributions and Experiences of Slovenian Experts in Public Administrative Reforms in other NISPAce countries</u></b></p> <p><b>Primož Vehar (TBC)</b></p>	<p><b><u>6. Panel Discussion: Reflections and Implications for Countries in the Region</u></b></p> <p><b>Chaired by Raiko Pirnat (tbc)</b></p>

**Key Points of the Panel Presentations:**

**1. State of Institution Development and Public Administrative Reform from independence to 1993 (Bojan Bugarič)**

At the time of independence in 1991, the Slovene government decided to modernise its administration which it inherited from the former Yugoslavia. Before independence, the public administration of Slovenia was that of a province. After independence, a national central government had to be created including creation of Ministries and Agencies which never existed before, e.g. Ministry of Foreign Affairs or Ministry of Interior. Structure, Function and Human Resources needed to be re-assessed in light of the newly gained independence and new requirements. Reform plans were made, new laws on public administration prepared and negotiated in parliament and a Ministry of Public Administration created. This presentation will describe the main features of the steps undertaken towards a modernisation of Slovenia's public administration.

*Bojan: please add, change as seen needed but don't go beyond one paragraphe*

## **2. Designing and Implementing the Organisation and Management Stream of the M.A.S.T.E.R. Programme (Raymond Saner)**

As already presented in the second presentation of part I, a project was created called The M.A.S.T.E.R. (Managing Administrative Systems through Training, Education and Research) to help Slovenia accelerate its project of modernisation of its public administration. This presentation will describe and analyse the creation of the second administrative unit through the MASTER project namely the Organisation & Management Unit within the Slovenian central government, how the know-how regarding efficiency and effectiveness of public administration was transferred and applied in various government ministries and agencies during the life span of the project. Emphasis will be placed on the theory in practice underlying this process.

## **3. Setting up the EU approximation O&M unit of Slovenian government**

*Bori and/or others, please write short paragraphe to indicate what happened with the unit, how it got transformed, used et withing limits of one paragraphe (main messqe of your presentation).*

## **4. Current Challenges in regard to Institutional and Administrative Reform in Slovenia (Stanka Setnikar-Cankar)**

*Stanka, thanks for writing what you will present in one paragraphe.*

## **5. Contributions and Experiences of Slovenian Experts in Public Administrative Reforms in other NISPAce countries (Primoz Vehar)**

*Primoz: same as for the others, please write in one paragraphe a summary of what you will say in your presentation including your and other MASTER graduates work in other countries.*

## **6. Panel Discussion: Reflections and Implications for Countries in the Region (Raiko Pirnat)**

This panel discussion will give presenters time to complement what they conveyed in their individual presentations and offers opportunities to cross-reference with other presenters. At the same time, the audience will be invited to ask pertinent questions, make comments and offer their own observations on what was communicated by the members of this panel.