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## **Civil service reform in post-communist countries : the case of the Russian Federation and the Czech Republic.**

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## **Propositions**

- 1. Deeply rooted habit of the Russian and Czech political elites to treat state institutions and civil service as an instrument of their personal power has survived the political turbulences of the 1990s and has affected the development and reform of the civil services in both countries.**
- 2. Civil service reforms in Russia and the Czech Republic have failed so far to introduce real changes in the internal incentive mechanisms for civil servants as well as establish sound anti-corruption mechanisms.**
- 3. The causes of major differences between the two countries in the civil service reform processes and current outcomes are largely rooted in the distinctions in the existing institutional configurations of the two states.**
- 4. Although in both Russia and the Czech Republic practical introduction and application of performance and results oriented management were declared principal objectives of administrative transformation, in managing the reforms themselves these objectives were *de facto* largely ignored.**
- 5. The study traces dependency between higher world oil and gas prices providing enhanced revenues to the Russian state budget and the expansion of the state administration with its increased consumption of resources.**
- 6. The particular path of a reform of civil service is a result of complex interactions between various participants and forces but within certain boundaries imposed by the existing institutional framework;**
- 7. Study of administrative reforms provides sufficient evidence of the existence of the powerful forces of tradition, inertia and continuity i.e. path dependency which largely derive from administrative practices and mentalities rooted in the past;**
- 8. The process of administrative reforms in the selected post-communist countries has essentially been one of creating facades, evolving shallow institutions and superficial implementations whilst leaving the essence of prevailing relationships and processes largely intact.**
- 9. Existing institutional configurations constitute the largest source of independent explanatory variables that should be used in the analysis of civil service reform processes.**
- 10. Civil service reform capacity may be defined as the ability and potential to launch and successfully implement civil service reform.**
- 11. Civil service reform capacity is determined by: a) existing formal and informal institutions and the types of relationship between them; b) collective or individual human action; and c) resources available.**
- 12. If one would like to express in a single brief sentence the essence of the administrative development in Russia and the Czech Republic during the latest 15 years, the following saying from the French language will be most appropriate – “plus ça change, plus c’est la même chose” or expressed slightly differently and in other words “there is great transformation but there is no reform”;**