

Contents

About the Authors7

Chapter 1

Implementation – the Missing Link
William N. Dunn, Katarína Staroňová, Sergei Pushkarev 13

Chapter 2

The Characteristics of Public Administration Reform in Transition
Countries vis a vis Implementation Capacity
Katarína Staroňová 29

Chapter 3

Why CEE Countries, NPM Principles and Bad Policy
Implementation Could Easily be Fatal Friends: The Case
of Estonian Local Governments
Kristiina Tõnnisson 43

Chapter 4

The Non-implementation of Western Assistance Programmes:
The Advisor’s Point of View
Iwona Sobis, Michiel S. de Vries..... 65

Chapter 5

Learning For Successful Implementation: Employee Training and
Development in Kyrgyzstan
Bolotbek Orokov, Dan Durning, Sergei Pushkarev 91

Chapter 6

On Importance of Ex Ante Analysis in Implementing
Contracting Out: Lessons from the Estonian Emergency
Medical Service
Veiko Lember..... 111

Chapter 7

The Effects of Policy Impact Assessment in the Decision Making
Process in the Government of the Republic of Macedonia
Magdalena Shaldeva..... 125

Chapter 8

Reforms of Health Care Delivery in Slovakia and their
Impact on Hospitals’ Performance: Quality of Services
and Quality of Financial Management
Juraj Nemec..... 145

Chapter 9

Comparing Experiences of Introducing an Impact Assessment
Requirement to Draft Legislation in CEE:
The Case of Slovakia, Hungary and Estonia
Katarína Staroňová, Zsombor Kovacsy, Aare Kasemets 165

Chapter 10

Conclusions: Strengthening Linkages Between Administrative
Reforms, Implementation and Performance
Katarína Staroňová, Sergei Pushkarev and William Dunn 199

Index of Authors Cited.....207

Subject Index.....211