FOREWORD

INTRODUCTION

Section 1	
Managing Intergovernmental	Conflicts: Key Messages
	Section 2: Part 1.
	Section 2: Part 2.
Section 2: Part 3.	
Sec	tion 3.

Section 2

MANAGING CONFLICT AFTER DEVOLU

Example

Example			
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http://unionsociale.gc.ca/n	news/020499 e.html		

2.1.4 Zero sum

Example: Isolating Financial Discussions
2.2.2. Process Confined (see suitable)
2.2.2 Process Confused/non-existent
Checklist: Questions to ask early in the process

Example:	e: Australian Electoral Cycles	

2.2.5 Lacks senior support

2.2.4 Inflexible Process

Examples:	Pattern of summit meetings in Australia and Spain			

2.2.6 Fails to take account of wider context

Checklist: Questions to ask about the wider context

Example:	e: Agricultural and Rural Development Sectoral Conference, Spain				

Example: European Affairs Conference, Spain			

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2.3.2 Poor negotiating skills

A variation on this:
3.1.2 Need for a clear negotiating mandate
Example: Ministerial Councils, Australia
Representation of Constituent Governments

3.1.3 Bonds between policy specialists in different jurisdictions

3.2 Issues for Central Agencies

3.2.1 Selectivity

MANAGING CONFLICT AFTER DEVOLUTION: A TOOLKIT FOR CIVIL SERVANTS
How?

3.3 Principles

Section 4: Final Observations

Bilateral or Multilateral?

4.1

Example			

Example:	Australian Legislative Models	

4.4 Creating Safe Space for Negotiations: Implementation vs Policy

Section 5: Training and Development

5.1 Formal knowledge and skills

skills

5.2	Posting/Staff Development Strategies	
I	evelopment	
I	osting	
5.3	Exchanging Experience	
	secondment and interchange	
دا ما	And to be a	
JOIL	training	
- Fyo	plo. Isint training in Chain	
EXa	ple: Joint training in Spain	
5.4	Guidance	
	(Section 3)	
	(Section 4.1)	

5.5 Support for senior officials

ANNEX	Comparative issues and background to main case studies
1. AUS	TRALIA
Constitutio	nal type:
Established	
Basis	
Form	
Division of	Powers
Intergovern	mental mechanisms:

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Structures			
similarity with the UK,	critical		
Central-State Politics			

For a short general overview: Government, Power and Policy in Australia For a more detailed analysis of cases: Collaborative Federalism: Economic Reform in Australia in the 1990s Microeconomic Reform and Federalism) Intergovernmental Relations and **Public Policy** Negotiating Water: Conflict Resolution in Australian Water South Australia, Federalism and Public Policy For a consultancy report into the operation of COAG: Commonwealth-State Reform Processes: A Policy Management Review

For an insight into Commonwealth-State political relations, the first diary published by an Australian Cabinet Minister:

A Cabinet Diary

Constitutional type:

Finance			
Discussion			
Powers			
Structures			

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Central-Regional	Politics
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Suggested sources

West European Politics

El Estado Autonomico: Federalismo y Hechos Differenciales

) La federalizacion de Espana: Poder politico y territorio

Conflictividad entre el Estado y las Comunidades Autonomas - Boletin Informativo

La participacion de las Comunidades Autonomas en los asuntos comunitarios europeos

Puesta en practica de los Acuedos Autonomicos de 1992 y sus efectos sobre el Estado Autonomico

3. GERMANY



5. USA

ACKNOWLEDGEMENTS

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