

FOREWORD

INTRODUCTION

Section 1

Managing Intergovernmental Conflicts: Key Messages

Section 2: Part 1.

Section 2: Part 2.

Section 2: Part 3.

Section 3.

Section 2

Example

Example

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http://unionsociale.gc.ca/news/020499_e.html

2.1.4 Zero sum

Example: Isolating Financial Discussions

2.2.2 Process Confused/non-existent

Checklist: Questions to ask early in the process

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2.2.4 Inflexible Process

Example: Australian Electoral Cycles

2.2.5 Lacks senior support

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: Agricultural and Rural Development Sectoral Conference, Spain

Example: European Affairs Conference, Spain

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

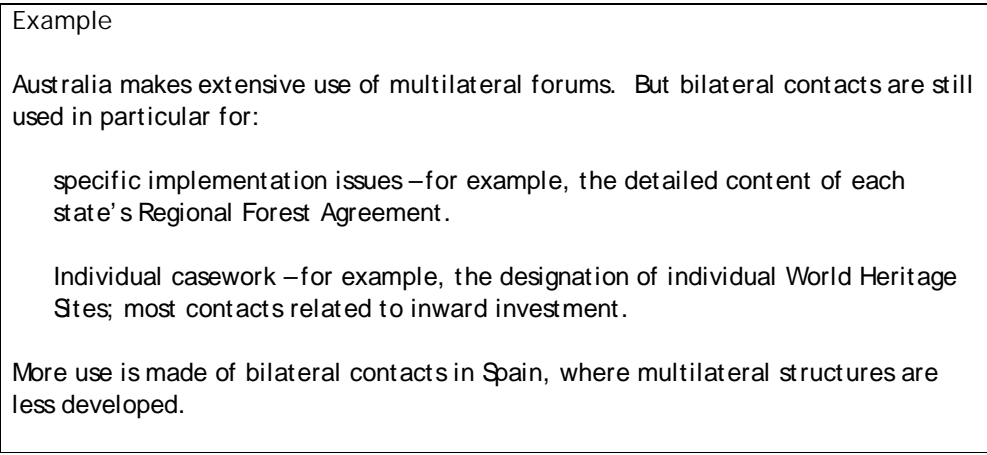
How?

3.3 Principles

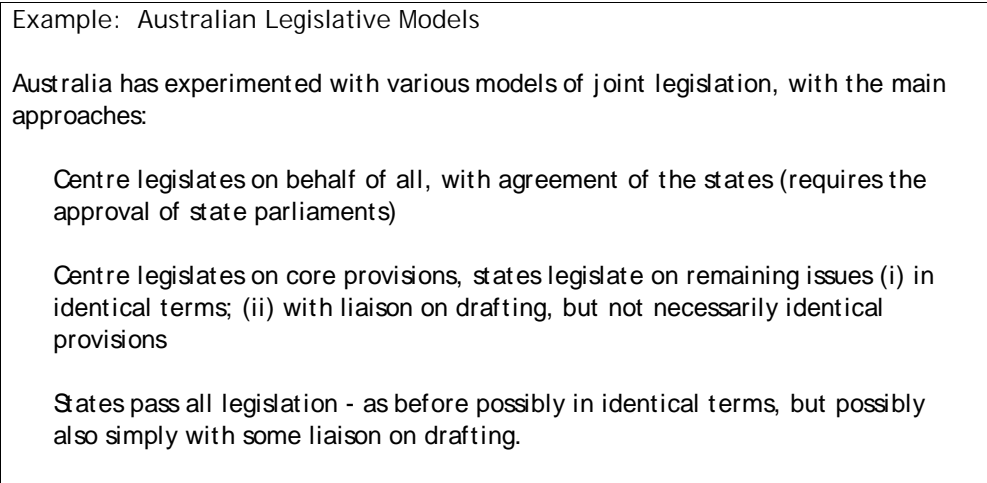
Section 4: Final Observations

4.1 Bilateral or Multilateral?

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

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5.2 Posting/Staff Development Strategies

Development

Posting

5.3 Exchanging Experience

secondment and interchange

Joint training

Example: 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. AUSTRALIA

Constitutional type:

Established

Basis

Form

Division of Powers

Intergovernmental mechanisms:

Structures

similarity with the UK,

Central-State Politics

critical

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

2. SPAIN

Constitutional type:

Finance

Discussion

Powers

Structures

Central-Regional Politics

Suggested sources

West European Politics

El Estado Autonómico: Federalismo y Hechos Diferenciales

) La federalización de España: Poder político y territorio

Conflictividad entre el Estado y las Comunidades Autónomas - Boletín Informativo

La participación de las Comunidades Autónomas en los asuntos comunitarios europeos

Puesta en práctica de los Acuerdos Autonómicos de 1992 y sus efectos sobre el Estado Autonómico

3. GERMANY

Suggested sources

Memorandum submitted to Select Committee on Scottish

5. USA

ACKNOWLEDGEMENTS

