COUNTRY FACTSHEETS

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This document contains country contributions, some of which are in French.

For further information, please contact Liz Dacier,
Tel: (33-1) 45 24 90 84 ; Fax: (33-1) 45 24 17 06 ; E-mail: liz.dacier@oecd.org
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New rules for co-operation and legislation in the federal ministries

During its cabinet meeting on 26 July 2000 the Federal Government adopted new Joint Rules of Procedure (Gemeinsame Geschäftsordnung -- GGO) for the Federal Ministries. Their entry into force on 1 September 2000 marked an important step on the path towards adapting the state and the administration to a changed concept of the state and to changing tasks. The idea is to subject co-operation among the Federal Ministries as well as their organisational structures and the drafting of bills to a process of sweeping modernisation, thus completing another major project of the “Modern State -- Modern Administration” Programme.

By restricting the regulatory activity to essential areas it will be possible to scrap more than 100 individual rules, especially those that state the obvious or cover areas that can be regulated more effectively by the ministries themselves. New rules on electronic communication and the electronic business procedure have been added.

Special emphasis is placed on organisational matters. The political aim behind this is to promote focusing on ministerial core tasks and applying new control and leadership instruments as well as to create scope for the flexibilisation of ministerial structures, for the dismantling of hierarchies and for streamlining administrative procedures.

The provisions governing law-making that so far have been very detailed will be considerably tightened. More detailed and concrete rules for proving the necessity of legislation and for the description of the consequences of a piece of legislation are to improve the legislative procedure.

Another important aspect is the reorganisation of the so-called determination of interests of the different parties involved. This is to enable the Länder and the local communities in future to express their wishes with regard to a new piece of legislation vis-à-vis the ministries beforehand so that the legislative procedure will be truly co-operative.

The new Joint Rules of Procedure now also lay down equal opportunities for men and women as a guiding principle for all political, normative and administrative measures of the Federal Ministries.

Requiring public officials to provide a preliminary reply to motions, questions and complaints after four weeks if no final answer has been possible by then will make it easier for citizens to relate to the whole process. The aim is to ensure a reply within an acceptable period of time.

Contact:

www.staat-modern.de
Help

This Internet platform designed to enable citizens to deal with the authorities (www.help.gv.at), is now entering phase 3. After information (phase 1) and download of forms (phase 2) phase 3 comprises the complete online-processing of dealings with the authorities. 6 pilots are right now being defined and will become alive during the first months of 2001.

Performance Report of the Austrian Federal Administration

In 2000 the 3rd edition will be published. In this version Austria has succeeded in anchoring the idea of output-related indicators like duration of proceedings in large parts of the administration. The latest edition covers 21 areas in 9 federal ministries and consists of 571 indicators. An English short version is planned.

Recently, in the Austrian Budget Law (Bundeshaushaltsgesetz) performance indicators have been listed as a requirement for the draft budget.

CAF-The Common Assessment Framework

CAF is a Quality Management Tool specifically designed to meet the needs of the public administration. It provides a simple easy-to-use framework which is suitable for a self-assessment of public sector organisations across Europe. The CAF is offered as an aid to public administrations in the EU to understand and use quality management techniques. It has been developed in close co-operation under successive Presidencies of the EU beginning in 1998 and first published at the 1st EU-Quality Conference in Portugal in May 2000. It incorporates the main features of both the EFQM-model and the Speyer model and benefits also from the adaptations of the EFQM model which have been developed in a number of EU Member states (notably UK and DK). There are 9 criteria:

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In November 2000 the CAF will be presented to the General Directors, who will make a proposal for implementation. A translation of the CAF into the German language is under way.
**Evolutions récentes**

**La réforme Copernic**

Le gouvernement a traduit sa politique de modernisation de l'appareil public dans un document approuvé en fé "Copernic" (www.mazfp.fgov.be). Ce titre souligne la volonté de renverser la relation entre l'administration et la population soit réellement au service de celle-ci et non l'inverse.

Fait exceptionnel, ce plan a fait l'objet d'une consultation de la population en juin 2000 par envoi d'un questionnaire à tous les Belges. Le taux de réponse a cependant été faible (un peu moins de 10 %).

En avril-mai, un inventaire complet des missions, produits, fournisseurs et clients des administrations des ministères a été réalisé. Ce travail sert de base à une restructuration où les "ministères" seront remplacés par des “services publics fédéraux” composés de “management units” (niveau stratégique) et de “business units” (niveau opérationnel). Le gouvernement entend réaliser cette restructuration dans le cadre de la présente législature soit pour juin 2003.

Cette nouvelle structure (dont une proposition détaillée est imminente) sera composée de services opérationnels appelés “verticaux” et de services d'appui appelés “horizontaux”. Ceux-ci sont la coordination générale (Premier Ministre), le Budget et audit de gestion, le Personnel et Organisation et les technologies de l'Information et Communication (T.I.C.). Cette structure devrait se retrouver dans chaque service public fédéral c'est-à-dire l'existence de 3 services horizontaux (Budget, Personnel, T.I.C.) de telle sorte que ceux au niveau central puissent créer un réseau d'appuis méthodologiques et d'échanges d'expériences comme source de modernisation de la gestion de ces fonctions.

Le gouvernement a également arrêté le principe de la suppression des cabinets ministériels et de leur remplacement par des structures qui créeront un meilleur lien de travail entre les responsabilités politiques et celles administratives. Ce renouvellement s'appuie aussi sur le principe de nomination aux fonctions dirigeantes par mandat et non plus de façon définitive.

Il sera ainsi créé par service public fédéral, un conseil stratégique, un comité de direction et une cellule stratégique.

**Le conseil stratégique** fixe la stratégie et en évalue la réalisation, approuve les propositions budgétaires et le plan du personnel. Il est présidé par le ministre et composé du président du comité de direction, du conseiller personnel du ministre, du responsable de la cellule stratégique, d'experts externes. Il peut être élargi en fonction de l'ordre du jour aux responsables des services opérationnels du service public concerné et à d'autres présidents de comité de direction (coordination entre services publics).

**Le comité de direction** est composé d'un président, des responsables des services opérationnels, des 3 services horizontaux (personnel, budget, T.I.C.) et du responsable de la cellule stratégique.
La cellule stratégique a un rôle d'appui du conseil stratégique et du comité de direction. Elle est composée d'experts désignés par le ministre pour la période de la législature + 3 mois et présidée par l'un d'entre eux.

A ce jour, un début de réalisation s'est concrétisé par le recrutement d'experts en gestion du personnel pour chacun des futurs services publics fédéraux.

Dans les structures en charge de la modernisation, il convient d'ajouter, par rapport à la présentation faite de la Belgique dans la revue par pays du PUMA, le commissaire du gouvernement en charge de la simplification administrative appuyé par l'Agence pour la simplification administrative et le manager T.I.C. dont le poste devrait devenir celui de responsable du futur service public horizontal T.I.C.

Pratiques prometteuses

Conférence sur la qualité

Suite à la conférence de Lisbonne sur la qualité dans les services publics organisée dans le cadre de l'Union européenne, le gouvernement belge a décidé au mois de juillet de réaliser une expérience identique dans le cadre national en associant les entités fédérées (Communautés et Régions) et les pouvoirs locaux (Provinces et Communes).

L'objectif est de tenir une telle conférence en octobre 2001 par laquelle les services publics peuvent présenter des pratiques de qualité validées par un exercice d'auto-évaluation fondé sur l'instrument du C.A.F. (Common assessment framework) développé spécifiquement au niveau européen pour les administrations.

Au-delà, l'enjeu est de familiariser les services publics à l'usage d'une évaluation permanente qui prenne en compte tous les aspects d'une bonne performance dans un cadre méthodologique commun qui favorise l'échange d'expériences, même entre pouvoirs publics différents.

Un comité de pilotage composé de représentants de tous les pouvoirs a été constitué et une cellule d'organisation assure la gestion journalière du projet. Celle-ci met à disposition l'outil du C.A.F. dans les trois langues nationales, un guide méthodologique, un plan de sensibilisation et de marketing, les propositions pour la composition d'un jury composé d'experts étrangers chargé de valider les candidatures et d'évaluateurs externes pour garantir la conformité des résultats de l'auto-évaluation avec la réalité.
Modern Comptrollership

Background

Modern Comptrollership is a management reform about sound resource management and effective decision making. The objective is to provide managers with integrated financial and non-financial performance information, a mature approach to risk management, appropriate control systems, and a shared set of values and ethics. In a broader sense, the anticipated end results depend on:

- **Strategic Leadership** by leaders who create and sustain a climate for change that will foster modern comptrollership concepts at all levels.

- **Motivated People** in a learning, challenging and rewarding work environment. And,

- **Shared Values and Ethics** that are instrumental in supporting an open, accessible, values-driven and results-oriented environment.

Modern comptrollership will lead to:

- **Integrated Performance Information** that combines the most critical data and advice in support of decision-making and reporting.

- **Mature Risk Management** composed of a comprehensive framework that is integrated into planning, decision-making and monitoring.

- **Rigorous Stewardship** that includes responsibility to safeguard public assets, develop, operate and support key control systems, including management processes, standards, and measures of success. And

- **Improved Accountability** that involves closer links to the community and increased transparency and public confidence in accountability.

Implementation

The initial group of six pilot departments and agencies has grown to fourteen, and others may be added as the project progresses. The implementation strategy builds on and integrates a number of government-wide initiatives already underway.

The first step in implementing modern comptrollership is to undertake an assessment of each department’s present status and capacity to give a baseline reading of their existing Modern Comptrollership
management practices. Five departments have completed these assessments and four more are near completion. Treasury Board of Canada Secretariat prepared a Consolidated Report to summarize the findings from the first five pilot departments and to identify common themes.

To learn more

Visit the Comptrollership Modernization Office (CMO) Web site, a sub-site of the Treasury Board of Canada Secretariat (TBS) Web site at: http://www.tbs-sct.gc.ca/CMO_MFC. E-mail: CMO-MFC@tbs-sct.gc.ca

Results for Canadians

A Management Framework for the Government of Canada

Results for Canadians is about modernizing government management in order to respond to Canadians’ changing expectations and priorities. The Honourable Lucienne Robillard, President of the Treasury Board, tabled the report in Parliament on March 30, 2000.

Through Results for Canadians, the government of Canada aims to provide the highest quality of service to the public. To achieve this goal, it commits to excellence in four areas critical to a well-performing public sector:

- Focusing on citizens.
- Embracing a clear set of public service values.
- Managing for results.
- Ensuring responsible spending.

Results for Canadians provides a coherent framework for management in the Government of Canada. It means moving toward a management regime based on leadership and values, well-defined standards and sound risk management, with the right systems in place at all times to ensure effective control.

Results for Canadians defines the government’s management commitments; describes how the government’s management board, and departments and agencies, must work together to modernize government management practices; and sets out a clear agenda for change. Currently work is being done across government on the following medium-term initiatives:

- Citizen-centred Service Delivery.
- Modern Comptrollership.
- Improved Reporting to Parliament.
- Program Integrity.
Developing an Exemplary Workplace.

Government on-line initiative

Background:

- The Government On-Line (GOL) initiative is one of the six pillars in the overall Connecting Canadians agenda (http://www.connect.gc.ca), the government’s comprehensive strategy to leverage the use of information technology for the long-term benefit of Canadians.

- The commitment to put all government information and services on-line by 2004 was made by the government in the October 1999 Speech from the Throne. Last February, the 2000 Federal Budget set aside $160 million over two years as seed funding.

- The President of the Treasury Board is the ministerial champion of Government On-Line, one of the three service delivery channels (along with phone and in-person) that comprise the government’s Service Canada initiative. The Chief Information Officer is the lead for GOL.

Current status:

A wide-ranging strategy has been developed to address all elements required to bring the federal government on-line. Work is proceeding in the following areas:

- **Business processes are being streamlined.** This includes clustering programs, services and information in terms that are meaningful to citizens, and delivering electronic services to Canadians securely and in the official language of their choice.

- A comprehensive human resources strategy is being developed to ensure that the public service is trained and equipped to responsibly manage and deliver services in an electronic environment.

- The information management and information technology (IM/IT) infrastructure is being put in place. This includes building a common IM/IT infrastructure that will allow Canadians to communicate securely with government.

Contact:
GOL Website: http://www.gol-ged.gc.ca

Adopting Client Satisfaction as a New Focus and Measure of Success

*Results for Canadians: A Management Framework for the Government of Canada* commits the Government of Canada to achieve a significant, quantifiable improvement in client satisfaction with its services over the next five years.

To deliver on this commitment, the Treasury Board of Canada has approved a five-year *Service Improvement Initiative*.

Canadians have told us that they have two needs and priorities for improving Government service delivery:
• Easier, more convenient and seamless access to government services. And

• Higher levels of quality and performance in service delivery.

The Service Improvement Initiative, initially developed by an interdepartmental working group established by the Assistant Deputy Minister’s Advisory Committee on Service and Innovation (ACSI), addresses the second priority -- the challenge of improving citizen satisfaction with the quality of government service delivery.

The essence of the Service Improvement Initiative is that continuous and measurable improvement of client satisfaction is the most reliable indicator of improvement in service quality and service performance. Accordingly, the Service and Innovation Sector of the Treasury Board Secretariat (TBS) has developed a Policy Framework that outlines the requirements, approach and implementation strategies of the Service Improvement Initiative to departments and agencies. The main policy elements instructs that departments and agencies which have significant direct service delivery activities with Canadians shall:

• Adopt a comprehensive continuous improvement planning and implementation approach to service improvement and client satisfaction.

• Establish documented baseline measures of citizen satisfaction for key services to the public, using the metrics of the Common Measurements Tool developed by the award-winning Citizen-Centred Service Network.

• Prepare and implement annual service improvement plans based on clients’ priorities for service improvement.

• Establish a minimum 10% improvement target for improved client satisfaction over the five years of the Initiative for each key service to the public.

• Adopt and publish core service standards for each service channel.

• Incorporate results-based service improvement accountability for managers as part of existing performance management systems, commencing with Deputy Ministers.

Report within the existing annual RPP/DPR planning and reporting process on:

• Service standards for all key public services.

• Performance against service standards.

• Annual improvements in client satisfaction.

• Progress toward five-year satisfaction targets.

The Treasury Board Secretariat is also providing resource tools and advisory services to assist departments and agencies develop and implement their service improvements. Included in these tools is a soon-to-be-released on-line Web site established by TBS; the Common Measurements Tool (CMT) and a How-to Guide for the Service Improvement Initiative. The CMT, identified as the official tool for measuring client satisfaction, will bring consistency to client satisfaction measurement across time and between organizations. It provides a list of standard questions from which organizations can draw to formulate their
client surveys, analyse data and produce reports and graphics. It is a key to identifying service gaps and client priorities for improvement, and monitoring progress against client satisfaction targets.

A follow-on survey to the Citizens First 1998 is due to be released in November 2000. This survey was co-sponsored by the Government of Canada, 10 provincial governments and three major cities. Citizen service satisfaction levels derived from this survey, or from client satisfaction surveys conducted by government departments and agencies in the 2000-2001 fiscal year, will form the baseline measure for service improvement.

There are many other Service Improvement Initiative activities planned or underway such as plans with the Institute of Public Administration of Canada (IPAC) to establish a benchmarking centre for CMT data as part of a larger objective to establish an Institute for Citizen Centred Service. The CMT benchmarking service will allow public sector organizations, both within Canada and internationally, the ability to undertake surveys using the core CMT questions, to compare their results with other public organizations and to benchmark with those who have achieved best-in-class results.

La modernisation de la fonction de contrôleur

Contexte

La modernisation de la fonction de contrôleur est une réforme de la gestion. Elle vise une saine gestion des ressources et une prise de décisions efficace. La modernisation de la fonction de contrôleur fournira aux gestionnaires des renseignements intégrés sur le rendement, de nature financière et non financière ; une approche évoluée dans la gestion des risques, des systèmes de contrôle appropriés ainsi qu’un ensemble commun de valeurs et de principe éthique. D’une façon générale, les résultats prévus dépendent de ce qui suit :

- **Leadership stratégique**, des leaders qui créent et soutiennent un climat de changement qui favorisera l’intégration des concepts de modernisation de la fonction de contrôleur à tous les niveaux.

- **Gens motivés** dans un milieu de travail formateur, stimulant et enrichissant.

- **Valeurs et éthique communes**, qui sont un élément clé de la création d’un milieu ouvert, accessible, fondé sur les valeurs et tourné vers les résultats.

La modernisation de la fonction de contrôleur permettra ce qui suit :

- **Intégration de l’information sur le rendement** qui combine les données cruciales ainsi que les avis appropriés et les met au service des prises de décision et des activités de rapport.

- **Gestion du risque évoluée** comprend un cadre complet intégré aux activités de planification, de prise de décision et de surveillance.

- **Gérance rigoureuse** qui comprend la responsabilité liée à la sauvegarde des biens publics ainsi qu’à l’élaboration, au fonctionnement et au soutien des principaux **systèmes de contrôle**, y compris les processus de gestion, les normes et les mesures de la réussite.

- **Meilleure reddition de comptes** qui comprend l’établissement de liens plus étroits avec la collectivité et une plus grande transparence et une plus grande confiance du public dans la reddition de comptes.
Mise en œuvre

Le groupe initial de six ministères et organismes pilotes est passé à quatorze et d’autres pourraient être ajoutés en fonction des progrès du projet de modernisation. La stratégie de mise en œuvre s’appuie sur un certain nombre d’initiatives pangouvernementales déjà en cours et les intègre.

La première étape de la modernisation de la fonction de contrôleur consiste à faire une évaluation du statut et de la capacité actuelle de chaque ministère afin de fournir une analyse de base de ses pratiques de gestion de la fonction de contrôleur. Cinq ministères ont effectué les évaluations et quatre autres sont sur le point de les terminer. Le Secrétariat du Conseil du Trésor du Canada a préparé un rapport intégré pour résumer les conclusions des travaux des cinq premiers ministères pilotes et identifier les thèmes communs.

Pour en savoir plus


Des résultats pour les Canadiens et les Canadiennes

Un cadre de gestion pour le gouvernement du Canada


Avec des résultats pour les Canadiens et les Canadiennes, le gouvernement du Canada veut dispenser un service de la plus haute qualité. Pour ce faire, il s’engage à tendre vers l’excellence dans quatre domaines essentiels au bon fonctionnement du secteur public :

- Accent sur les citoyens.
- Adoption d’un ensemble clair de valeurs pour la fonction publique.
- Accent sur l’obtention de résultats.
- Engagement de dépenses judicieuses.

Des résultats pour les Canadiens et les Canadiennes établit un cadre cohérent pour la gestion au sein du gouvernement du Canada. Cela suppose une évolution vers un régime de gestion fondé sur le leadership et les valeurs, sur des normes bien définies et sur une saine gestion des risques, mais toujours assorti de systèmes assurant un contrôle efficace.

Des résultats pour les Canadiens et les Canadiennes précise les engagements du gouvernement en matière de gestion; décrit comment le conseil de gestion du gouvernement doit travailler de concert avec les ministères et les organismes afin de moderniser les pratiques de gestion gouvernementales; et présente un programme de changement précis. Partout au gouvernement, on travaille actuellement à la mise en œuvre des initiatives à moyen terme suivantes :
• **Prestation de services axée sur les citoyens** -- faciliter l’accès aux services et accroître la satisfaction de la clientèle.

• **Gouvernement du Canada branché** -- fournir aux Canadiens et aux Canadiennes un accès sûr, fiable et en direct aux services fédéraux.

• **Modernisation de la fonction de contrôleur** -- intégrer l’information financière et non financière relative au rendement, mettre en œuvre une saine gestion des risques, assurer la mise en place de systèmes de contrôle appropriés et mettre à jour les politiques concernant la gestion.

• **Amélioration des rapports au Parlement** -- améliorer la qualité de l’information fournie aux parlementaires sur les programmes et les résultats.

• **Intégrité des programmes** -- veiller à ce que les programmes existants soient bien structurés et à ce que suffisamment de ressources y soient affectées.

• **Création d’un milieu de travail exemplaire** -- créer un milieu de travail qui favorise le leadership et la participation nécessaires à la réalisation de ce programme de changement en matière de gestion.

### Initiative du gouvernement en direct

#### Contexte


- L’engagement de mettre toute l’information et tous les services gouvernementaux en direct d’ici 2004 a été pris par le gouvernement dans le discours du Trône d’octobre 1999. En février dernier, le budget fédéral 2000 a mis de côté 160 millions de dollars sur deux ans à titre de financement initial.

- La présidente du Conseil du Trésor est la ministre chargée de promouvoir le gouvernement en direct, l’un des trois canaux de prestation de services (de pair avec le téléphone et les services en personne) qui constituent l’initiative Service Canada du gouvernement. Le dirigeant principal de l’information est le premier responsable du GED.

#### Situation actuelle

Une stratégie à grande échelle a été élaborée pour mettre en place tous les éléments nécessaires à la réalisation du gouvernement en direct. Le travail avance dans les domaines suivants :

- **Les processus opérationnels sont en cours de rationalisation.** Cela comprend le regroupement des programmes, des services et de l’information selon des modalités qui ont un sens pour les citoyens, et la prestation des services électroniques aux Canadiens de façon sûre et dans la langue officielle de leur choix.
• Une stratégie de **ressources humaines** globale est présentement élaborée pour garantir que la fonction publique est formée et équipée pour gérer et fournir les services de façon responsable dans un environnement électronique.

• L’**infrastructure de gestion de l’information et de technologie de l’information** (GI/TI) est présentement mise en place. Cela comprend la construction d’une infrastructure GI/TI commune qui permettra aux Canadiens de communiquer de façon sûre avec le gouvernement.

**Contact :**

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**Adopter la satisfaction de la clientèle comme nouvelle priorité et mesure de réussite**

_Des résultats pour les Canadiens et les Canadiennes : Un cadre de gestion pour le gouvernement du Canada_ engage le gouvernement du Canada à améliorer la satisfaction des clients à l’égard de ses services de manière significative et quantifiable au cours des cinq prochaines années.

Pour mener à bien cet engagement, le Conseil du Trésor du Canada a approuvé une _Initiative sur l’amélioration des services_ quinquennale.

Les Canadiens disent avoir deux besoins et priorités relativement à l’amélioration de la prestation des services du gouvernement :

• Un accès plus facile, plus commode et homogène aux services.

• Une qualité et un rendement de niveaux supérieurs dans la prestation des services.

*L’Initiative sur l’amélioration des services*, initialement élaborée par un groupe de travail interministériel établi par le Comité consultatif des sous-ministres adjoints sur le service et l’innovation (CCSI), porte sur la deuxième priorité -- le défi d’améliorer la satisfaction des citoyens à l’égard de la qualité de la prestation des services gouvernementaux.

L’essence de l’_Initiative sur l’amélioration des services_ est que l’amélioration continue et mesurable de la satisfaction des clients est un indicateur significatif de l’amélioration de la qualité des services et de son rendement. Par conséquent, le secteur Service et Innovation du Secrétariat du Conseil du Trésor (SCT) a élaboré un cadre de politique énonçant les exigences, méthodes et stratégies de mise en œuvre de l’_Initiative sur l’amélioration des services_ à l’intention des ministères et organismes. Les principaux éléments de la politique prévoient que les ministères et les organismes ayant d’importantes activités en matière de prestation de services directs aux Canadiens doivent :

• Adopter une approche complète en matière de planification et de mise en œuvre de l'amélioration continue du service et de l'accroissement continu de la satisfaction de la clientèle.

• Etablir des mesures de référence en matière de satisfaction de la clientèle pour ce qui est des principaux services offerts au public, en appliquant les paramètres de l'outil de mesures communes mis au point par le réseau de service axé sur le citoyen, qui s’est mérité un prix pour sa réalisation.
• Préparer et mettre en œuvre des plans annuels d'amélioration des services fondés sur les priorités des clients.

• Fixer un objectif minimal de 10 % au chapitre de l'accroissement du taux de satisfaction de la clientèle pendant les cinq années de l'initiative pour chaque service clé fourni au public.

• Adopter et publier des normes de service de base pour chacun des modes d’accès aux services.

• Incorporer pour les gestionnaires la reddition de comptes axée sur les résultats en matière d'amélioration des services dans le cadre des systèmes actuels de gestion du rendement, en commençant par les sous-ministres.

Dans le cadre de l'actuel processus de planification et de présentation de rapports du RPP et du RMR, faire rapport sur :

• Des normes de service pour tous les principaux services publics.

• Le rendement par rapport aux normes de service.

• Les taux annuels d'accroissement de la satisfaction de la clientèle.

• Les progrès réalisés par rapport aux objectifs quinquennaux d'accroissement de la satisfaction.

Le Secrétariat du Conseil du Trésor fournit également des outils de ressources et des services consultatifs pour aider les ministères et organismes à élaborer et mettre en œuvre leur amélioration de service. Ces outils comprendront sous peu un site Web en direct établi par le SCT, l’outil de mesures communes (OMC) et le Guide sur la marche à suivre pour l’Initiative sur l’amélioration des services. Identifié comme étant l’outil officiel pour mesurer la satisfaction de la clientèle, l’OMC permettra d’obtenir une mesure continue dans ce domaine, et ce, au niveau de toutes les organisations. On y trouve une liste de questions standard dont les organisations peuvent tirer profit pour concevoir leurs sondages auprès de la clientèle, analyser les données ainsi que produire des rapports et des graphiques. Cet outil de mesures communes est aussi un élément-clé pour cerner les lacunes du service, déterminer les priorités des clients en matière d’amélioration et contrôler les progrès réalisés en fonction des objectifs liés à la satisfaction de la clientèle.


Plusieurs autres activités sont prévues ou en cours dans le cadre de l’Initiative sur l’amélioration des services, ainsi qu’un plan de partenariat avec l’Institut d’administration publique du Canada (IAPC) en vue d’établir un centre de référence pour les données de l’OMC dans l’objectif plus large d’établir un Institut de services axés sur les citoyens. Le service de référence de l’OMC permettra aux organisations du secteur public au Canada et à l’étranger de mener des sondages à l’aide des questions fondamentales de l’OMC, de comparer leurs résultats à ceux d’autres organisations du secteur public et de repérer celles qui ont eu les meilleurs résultats de la classe.
The Presidential Commission on Government Innovation (PCGI): a new initiative promoting inter-ministerial coordination and motivating citizen participation:

From the past two years experience of executing public sector reform the Korean Government realized that public sector reform, to be successful, requires effective coordination among relevant public agencies and active citizen participation. This recognition impelled the government to create a special organization designed to facilitate coordination between public agencies and enhance citizen participation.

In accordance with Presidential Decree No. 16911 (22 July 2000), the Presidential Commission on Government Innovation was established in August 2000. It is composed of 11 experts from the private sector including a professor, entrepreneur, consultant, lawyer, NGO and 6 ministers. Additionally, this Commission is totally open to all ministers, giving them the opportunity to voice their opinions at the meetings. The Commission’s main duty is monitoring execution of the reform plan and finding new ways to enhance public sector efficiency, democracy and productivity.

Given that the Commission was launched only two months ago, it is difficult to evaluate its achievements. However, the Korean government hopes that the Commission will play a key role in public sector reform policy-making in Korea for several reasons. Firstly, it stimulates ministries to voluntarily participate in the reform process. All ministries make their own reform plan with a view to improving public management. They then submit this plan to the Commission and discuss the schedule and subjects of reform with other ministries and civil experts.

Secondly, it offers a wide opportunity for citizens to participate in public sector reform. Representatives of NGOs are members of the Commission. Especially, NGOs are able to express their opinions concerning the area of public sector reform on citizen’s daily life and discuss the policy-making process at the Commission’s regular meetings. Additionally, the plan is for the task force team monitoring SOE reform to be directed mainly by NGOs.

Thirdly, the Commission meeting provides an ideal forum for ministries to discuss the direction of public sector reform and learn valuable lessons from other ministries’ experiences. Furthermore, inter-ministerial reform subjects are addressed, thereby enhancing coordination for better execution of reform policy. For continuous and effective coordination the regular meeting is held at least once a month.

The Korean government hopes that introducing a process to foster coordination between ministries and invoke active citizen participation under the PCGI will enhance the efficiency of public sector reform, and further contribute to the accomplishment of a ‘small and efficient, but better-serving government’, which stands as the ultimate goal of public sector reform in Korea.

Contact:
Tong-Mo Suh
Director, Reform Planning Team, Government Reform Office
Ministry of Planning and Budget (MPB)
Tel: (+82)2-3480-7738, Fax: (+82)2-3480-7651, E-mail: tmsuh@mpb.go.kr
**Promising Practices**

**Tax Administration Reform in Korea**

Throughout Korea’s development-oriented history, the priority of the tax administration consisted in augmenting tax revenue in order to finance government expenditure, which is the major driving force of economic development. However, the tax administration environment in Korea has changed, as they economy has greatly improved. The number of taxpayers has grown and tax revenue has been increased. Also, citizens have reinforced their demand for equitable taxation and transparent tax administration. In this context, the National Tax Service (NTS) has been undertaking reforms on tax administration since September 1999.

Until September 1999, the tax administration was based on tax items such as income tax, property tax, corporation tax and value-added tax. This system created various administrative problems and generated complaints from the taxpayers. In this item-based tax administration system, tax officials managed their own tax zone (geographical), which enabled them to handle all tax-related work in their jurisdiction thereby producing close and frequent contact between taxpayers and tax officials. However, this tax system gave tax officials too much discretion, sometimes leading to misconduct and corruption. Consequently, it was difficult to implement an equitable and transparent taxation as the existing social infrastructure was not adequate enough to find hidden tax sources.

The basic principle applied in restructuring the tax administration was to redesign the tax administrative structure and functions from the taxpayers’ perspectives in order to meet the needs and demands of the customers. In accordance with this principle, three major innovations were introduced.

Firstly, local tax offices have been restructured into functional divisions such as the Tax Collection Division, Tax Source Management Division and Investigation Division, thereby minimizing complaints from taxpayers regarding the previous overlapping taxation process. At the same time, the zone-based management system by tax officials has been abolished.

Secondly, a taxpayer advocate system to protect taxpayers’ rights has been introduced. The incentive program for taxpayer advocates, designed to promote those advocates who have demonstrated superb performance in taxpayer protection, has been also introduced. Advocates were able to reduce taxation by 370 billion won by resolving tax-related conflicts for 14,000 taxpayers in the past 7 months between September 1999 and March 2000.

Thirdly, the National Tax Service started a ‘Credit Card Lottery Service’ in order to encourage people to use credit cards which in turn provide an accurate source of taxation. Public and corporate expenses have to be paid by credit card. Also, a standard computerization system has been adopted to issue tickets for cinemas, buses, subways, and trains, enabling the NTS to trace taxable expenses accurately.

Policy direction of the National Tax Service (NTS) is moving from mere taxation to provision of better service, so that it serves as an agency for taxpayer’s rights and justice. The NTS is trying hard to achieve fair taxation through the establishment of social infrastructure including computerized tax information. This allows taxpayers to access various tax-related services without face-to-face contact with officers. It is expected to expel corruption and bribery. At the same time, the system allows easy detection and blockading of frequent tax evaders through effective utilization of a taxation database and the allocation of manpower.

Last year, while the number of tax audits performed decreased by 30%, tax assessed per audit increased by 2.2 fold, resulting in tax revenue gains of an additional 2.5 trillion won. Also, taxpayer satisfaction rate
increased from 44% in 1998 to 68% in 1999. Nevertheless, the NTS is willing to further its pursuit of tax justice to make the economy and society more transparent and productive.

Contact:

Pil-Eon SEO
Director, Organization Policy Division, Administrative Management Bureau
Ministry of Government Administration and Home Affairs (MOGAHA)
Tel: (+82)2-720-4349, Fax: (+82)2-3703-5529, E-mail: pseo@mogaha.go.kr
Hearings and citizen survey 2000

In the spring 2000, the Danish government concluded four national hearings concerning the quality of welfare. Citizens, communities of interest, employees in the public sector and politicians expressed their opinions about problems and challenges in the sectors of care for the elderly, health, family and schools as well as the inclusive labour market. The national hearings have since been followed by a number of regional hearings.

In addition to the hearings, the government has subsequently concluded a citizen survey about the level of satisfaction with the four welfare sectors. 3,000 citizens were interviewed over the telephone about their view on public services. Among other things, the survey presents some of the answers to what it is that makes users either satisfied or dissatisfied with hospitals, home help, kindergartens etc.

The hearings generally pointed towards a focus on the "soft" values in all major areas of public services. At the same time, participants attached importance to management and a qualified and committed staff as being essential to good quality.

The survey shows that the Danish citizens are generally satisfied with public services. Eight per cent are very satisfied and 53 per cent are satisfied. Only nine per cent are dissatisfied and three per cent are very dissatisfied. The survey also shows that citizens are satisfied with the present tax burden and level of services. A vast majority do not want a tax reduction if the result is lower level of services. At the same time though, the citizens do not want to pay higher taxes to obtain a higher level of public services.

The survey includes the reputation of public services from the perspective of users as well as citizens without personal experiences. Citizens who are also users within a certain area of public services are generally more positive in their evaluation of the reputation of the specific area of services than citizens with no personal experiences of the quality in that area. Although most users are satisfied with public services, there are still areas with too many dissatisfied users. Improvements in these areas are therefore necessary. The hearings and the citizen survey have been concluded precisely to obtain a better idea of exactly which areas need improvement of quality.

The users’ level of satisfaction in areas of public services

Below are the main results from the inquiries into the level of user-satisfaction in main areas of public services.

Child care and schools

Generally, parents are satisfied with the educational content and the staff and less satisfied with payment and information about waiting time. Parents express a certain discontent with the physical environment such as interior climate and the amount of space. The physical environment, however, is not essential to
the degree of satisfaction as a whole where as the educational content is of crucial importance to the total level of satisfaction of the parents when they evaluate the school and child care services for their children.

Rest homes and home help

Residents of rest homes and their relatives are satisfied with the physical environment, the quality of the food and the respect of the staff, but not with the amount of time reserved for social interaction. The level of care is of crucial importance to the residents of rest homes as well as their relatives, and most of the interviewed persons express satisfaction in this area. However, one out of four is not satisfied with the level of care. The users of home help express the highest degree of dissatisfaction with the amount of time reserved for social interaction. On the other hand, the users of home help are very satisfied with the observance of appointments. As is the case with the residents of rest homes, the users of home help attach crucial importance to the level of care. Most of the users are satisfied with the level of care, but one out of ten is dissatisfied.

Health services

Patients are greatly satisfied with the level of treatment received by general practitioners and hospital staffs. This is true when it comes to medical treatment as well as general care. Patients express a little less satisfaction with emergency medical treatment than with the hospitals and general practitioners and they are least satisfied with the waiting time at hospitals and the possibility to get in touch with general practitioners on the phone. Medical treatment as well as general care, are of crucial importance to users of hospitals, emergency services and general practitioners.

The inclusive labour market

Companies lack knowledge of the possibilities of employing persons in jobs with public salary subsidies and think that there are too many different systems to choose from. Companies, which have experiences in employing persons with public salary subsidies, are satisfied with the cooperation of public authorities. They point out, however, that the cooperation of public authorities can be improved.

The social services departments

The general level of satisfaction with the social services departments varies a lot.

Users are generally satisfied with the cooperation of staff members. On the other hand, users are not very satisfied with the level of information from the employees who are responsible for their case. The level of information as well as the cooperation of staff members, are crucial to the level of user-satisfaction.

Contact:

Mette Lindgaard, Head of Section
Ministry of Finance
Christiansborg Slotsplads 1
DK-1218 Copenhagen K
Telephone: +45 33 92 33 33
Email: mli@fm.dk
Denmark on the Internet - Initiatives to Promote Electronic Public Services for the Citizens

The use of information technology in the public sector must make services and information easily available to citizens and companies, regardless of place of residence, IT-proficiency, or physical capability. Everybody must share in the possibilities of the new economy. Thus the public sector should be accessible by both Internet and telephone, and libraries and local government offices must have Internet terminals.

To support this development the Danish government will implement IT-initiatives in three different areas in the autumn 2000:

1. Service and openness towards citizens and companies.
2. Safe communication on the Internet.
3. Increased efficiency in the public sector.

1. Service and openness toward citizens and companies

The entrance to the public sector must be kept simple. Citizens and companies should be able to get in contact with the public sector whenever they need it. Finding the right information and getting the relevant assistance and instructions should be easy. The government will implement the following initiatives:

a) “danmark.dk” – one inclusive entrance to the public sector

The Internet portal “danmark.dk”, which offers Internet self-service to citizens and companies 24 hours a day, will be elaborated considerably. Among other things it will contain:

- A public blank form service with an inclusive access to self-service solutions.
- A search engine, with an overview of public services on the Internet.
- Homepages with electronic access to messages from the public sector.
- Internationally oriented Internet services.
- A knowledge centre with 24 hour guidance
- Comparable user information about the best institutions.

b) Electronic self-service and blank forms

All important central and local government forms etc. should be available for collection, completion and returning 24 hours a day on the individual authority’s homepage by the end of 2002.

c) Comparable user information on the Internet

To assist citizens and companies in evaluating public institutions a mass of information will be aggregated on “danmark.dk”.

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d) **Assessment of the quality on the Internet**

It is important to evaluate the quality of the public IT-investments, and therefore continuous assessments will be done.

e) **“Telephone to public sector” – easy access for everybody**

To secure citizens without a computer easy access to the public sector, one main number to the central government will be established.

f) **Access to the public sector – non sensitive data**

Citizens and companies that inquire data from the public sector should have easy and free access to Internet based data resources.

2. **Safe communication on the Internet**

Safe and simple communication on the Internet is a prerequisite if the new forms of communication are to be used. In connection to a number of the above mentioned initiatives it is important, that the identity of citizens and companies that communicate electronically with the public sector is secured. The government is working with the following initiatives:

a) **Digital signature**

To ensure safe and simple communication with the public sector, it is important that citizens and companies that have procured a digital signature can use it when communicating with all public authorities. There will thus be defined a open public standard for digital signature, and public authorities will be required to adhere to this standard in their solutions.

b) **One central approving authority for security on the Internet**

As approving authority the Danish Data Protection Agency must ensure, that the right security level is always used.

3. **Increased efficiency in the public sector**

The use of information technology creates opportunities for increased efficiency in the public sector. For example it is expected that the new technology will save considerable amounts on the handling of blank forms alone. Other areas can also benefit from the new technology:

a) **E-commerce**

Only a small part of the public procurements are done via e-commerce, but in the future the central government institutions will be required to purchase a number of goods and services electronically. To
assist the use of e-commerce in the public sector, a central government procurement portal will be established on the Internet.

**b) Analyses of efficiency gains by the use of the Internet**

The Ministry of Finance will initiate a number of specific budget analyses regarding the potential efficiency gains by increased use of the Internet.

**Contact:**

Mikkel Hemmingsen, Head of Section
Ministry of Finance
Christiansborg Slotsplads 1
DK-1218 Copenhagen K
Telephone: +45 33 92 33 33
Email: mhe@fm.dk

**Motivation at central government workplaces in Denmark**

The Ministry of Finance’s Governmental Employer Authority is currently carrying through a motivation project in order to review a number of aspects in the relation between the employee and the organisation. In the future these aspects will be important for the institutions’ ability to recruit, develop and maintain employees.

It is important to focus on motivation, as employees with initiative, with the desire to develop and engage, and with the ability to adapt quickly and flexibly, will improve the public sector’s capacity to handle the coming challenges and creating the best solutions for society.

The challenges are enhanced by the demographic and economic development, coupled with the changing values of the employees. It is a general trend that the employees to a larger extent refuse long working hours, monotonous work, etc. This trend is particularly noticeable among the younger employees.

Another challenge is that today’s employees often demand individually tailored solutions. This goes for career opportunities, development activities, employment varieties as well as for salary.

The motivation project can establish a fundamental and systematic knowledge of the factors that motivate employees in different age categories, with different backgrounds, and with different fields of activity. By reviewing the attitude towards for example job content, development and education opportunities, salary, management conditions, work environment, image, and culture, the Governmental Employer Authority establishes a basis for identifying problems that need to be taken care of. This is an important contribution to the government institutions personnel policy.

The empirical data are rather extensive in that examinations of motivation have been conducted among three different groups:

- Employees in the central government institutions (14,000 respondents). This very extensive investigation reveals what motivates different employee and age categories.

- Employees in the private sector/self employed (1250 respondents). This investigation is primarily used for comparisons, but it also suggests how employees in the private sector view the central government.
Young people between the age of 17 and 27 (1000 respondents). This investigation provides knowledge of how best to motivate the young potential employees -- and how best to recruit from this group. In addition it suggests how the young population views the central government.

In late November 2000 the Governmental Employer Authority publishes the primary results of the investigation and pinpoints the main problems. An English summary will subsequently be published.

In addition the results of the investigation are to be presented at conferences -- the first was held in May 2000 -- and a larger conference to launch the project is to be held November 30, 2000.

In the course of 2001 the Governmental Employer Authority will introduce a number of initiatives to support the political statements the investigation might have given cause for. For example specific groups as for instance the young, families with children, senior employees, and employees with shorter educations could be at the centre of attention. Likewise focus could be on specific themes as for example absence due to illness or competence development.

Further, a number of publications presenting different tools for personnel policy will be released, and these could inspire the central government workplaces on how to motivate, recruit, develop, and maintain the employees. In order to spread knowledge and attitudes the Governmental Employer Authority will organise meetings, workshops etc.

The motivation project is carried through with grants from the Service & Welfare project.

Contact:

Jens Qvesel, Head of Section - or
Charlotte Wegener Kofoed, Special Adviser
Governmental Employer Authority
Ministry of Finance
Frederiksholms Kanal 6
DK-1220 København K
Telephone +45 33 92 40 49
Email: jqv@oes.dk
Email: cwk@oes.dk
New developments

Evolution of the structures of the public sector

The State General Administration (AGE) has experienced an important rationalisation and simplification process of its structure between the years 1996 and 2000:

- The number of Ministerial State Departments has been reduced by 35%, from 317 to 206.

- In the Peripheral Administration the provisions of the Law pertaining to the Organisation and Operation of the State General Administrations (LOFAGE) has been complied with: suppression of the Civil Governors (political authorities in each province) and substitution by Government Sub-Delegates (professional civil servants); suppression of Provincial Directorates from the majority of the Ministries, integrating their services in the Government Delegations and Sub-Delegations, so as to simplify and rationalise the territorial organisation of AGE as a consequence of the transfers to the Autonomous Communities.

- With respects to the Public Organisms dependant on the State General Administration, the Organisms existing prior to the said Law have been adapted to the model established by LOFAGE, adopting one of two types provided for by LOFAGE: Autonomous Organism, that carries out administrative tasks and acts within Public Law, or Public Business Entity, that carries out economic activities and, although is of a public character, acts within Private Law except for certain aspects.

- In the new Government formed after the general elections held last March 2000, a Ministry for Science and Technology has been created, as proof of the Spanish Government's interest in incorporating the country to the information society. The Ministry of Science and Technology is responsible for promoting the incorporation of companies and other social sectors within the information society, developing the principles contained in the Government's strategic initiative, INFO XXI. Within this framework, the Ministry for Public Administrations, through the Secretary of State for Public Administrations, has as a specific mission the promotion of new technologies in the State Administration.

Promising practices

Self-assessment of Administrative Units with the EFQM Model of Excellence

The aim of this project consists in extending to the public services the implementation of quality management programs based on the Model of Excellence of the European Foundation for Quality Management (EFQM). This model, formally conceived to evaluate candidates for an award that distinguishes the best companies, has, for a few years now, also been adopted for the public sector organisations.
The following objectives are to be achieved in the short term:

- Facilitate the comparison of the results between organisations.
- Identify the best practices.
- Identify the areas that may be improved.
- Provide a tool that guides the application of quality management within the Administration.

With this same objective the Ministry for Public Administrations has promoted also during the last few months an experimental program for the promotion of auto-evaluation with the European Model for Quality Management, within which:

- Seventy executives from different Ministries (Heads of the Cabinets of the Secretaries of State, of the Sub-secretaries and General secretaries, as well as Heads of the Inspections of Departmental Services) have participated in an informal conference where they received the "Self-Assessment Guide", adapted from the EFQM model.

- A specific training module has been fine tuned by the General Department for Inspection, Simplification and Quality of Services of the Ministry of Public Administrations, to encourage the use of the "Self-Assessment Model" in administrative units. It has now reached its 13th series, and has been attended by 320 public servants. It should be pointed out that five of these series have been dedicated to the Regional and Local Administrations, corresponding to specific requests for advice and technical support).

The application of the self-assessment model has begun in 7 Centres or Organisms of the State General Administration. Presently, the organisms being evaluated are carrying out improvement actions, that will be included in a publication of better practices. It is intended that the number of units evaluated be substantially increased.

**Awards for Quality and Best Practices**

**Best Practice Awards**

The Best Practice Awards are destined to reward initiatives to improve quality in the sphere of the State General Administration.

Up to 25 prizes are awarded, consisting of an official diploma.

Also, the Organisations who win the prizes can:

- Record such circumstances in their publications for a period of three years
- Give adequate recognition to those people who have participated in the jobs that have lead to the award of the prize. In all cases the recognition will be recorded in individual files in accordance with the current regulations.
Quality Awards

The Quality Award will be given to the body or organism that has especially distinguished itself in the improvement in the quality of their services, through improvements in the processes and results of the whole of the organisation and in all of its dimensions.

This award will be given in accordance with the E.F.Q.M. Model of Excellence, applied to administrative units.

Only one solitary award will be issued, consisting in a plaque and an accreditative diploma, although honorary mentions may also be given.

Furthermore, the organisation winner of the award, and those who have received honorary mentions, may:

- During three years said circumstance may be recorded in their publications.
- Give the recognition that they consider adequate to those people who have participated in the jobs that have lead to the award of the prize. In all cases the recognition will be recorded in the individual files in accordance with the current regulations.

Furthermore, people who have participated in the award winning work may receive specific remuneration in respect of productivity, in accordance with the regulations in force.

Service Charters

The concrete purpose of the Service Charters is to ensure that citizens dispose of documents endorsed by those responsible for the different organisms, in which they can easily enquire about all the relevant details concerning the services offered, and, especially of the levels and standards of quality undertaken in their application.

They must, at least, furnish information regarding:

- Catalogue of features or services offered.
- Determination of the levels of quality in providing the service.
- The system of quality assessment.

Until now, 23 service charters have been developed for different administrative units.

Business One-Stop Shop

The Ministry of Public Administrations, with close collaboration from the Ministry of Economics and Tax Department, and the Ministry of Employment and Social Matters, have developed a project - the "business one-stop shop" - which constitutes a practical simplification measure, and responds to the objectives and actions of the Plan for the Acceleration and Simplification of Rules, for the competitiveness of Small and Medium-sized Enterprises. This Project aims to create physically integrated areas that offer, through the collaboration of the three administrative levels, information and services to interested parties who wish to create and develop small and medium-sized enterprises. In summary, a citizen interested in initiating a business need only go to a single place for information and to carry out all the necessary steps.
The Project is based on three instruments with complementary objectives:

- **Plan for the Acceleration and Simplification of Rules**, that shows the desire of the Government to promote the creation of small and medium-sized enterprises as an effective manner of creating employment and sustained economic growth.

- **The program "One-Stop Shop"**, that, as a result of the Agreement of the Cabinet Meeting dated April 4th 1997, aims to achieve co-operation amongst the different public administrations - State, Autonomous Communities and Local - so as to facilitate the relation between the citizen and said administrations.

- **The Plan of Action for Employment of the Kingdom of Spain**, presented before the European Union, and in whose Mainstay II is contained Directive 10, relative to the bureaucratic obligations in the creation of companies.

On 26 April 1999, the Ministry of Public Administrations, Ministry of Economics and Tax Department, and the Ministry for Employment and Social Matters, signed, together with the Superior Council of the Chambers of Commerce, an Agreement to put into action the Business One-Stop Shops. They will be situated in the head offices of the 85 Chambers of Commerce, which will be the single physical location which citizens will have to go to in order to carry out the necessary actions to create new companies. This signifies a reduction and simplification in the necessary steps to create a company.

Until this date, eight Agreements have been signed that have signified the opening of the following six Business One-Stop Shops (VUE):

- **VUE - Valladolid.** Opened since May 25th 1999.
- **VUE - Palma de Mallorca.** Opened since November 4th 1999.
- **VUE - Santa Cruz de Tenerife.** Opened since December 21st 1999.
- **VUE - Las Palmas de Gran Canaria.** Opened since December 21st 1999.
- **VUE - Madrid.** Opened since February 16th 2000.
- **VUE - Getafe.** Opened since February 16th 2000.
- **VUE - Burgos.** Opened since September 25th 2000.
- **VUE - Murcia.** Opened since October 5th.

In the short term, it is foreseen that in the present year 2000 three new VUE will be opened: Oviedo, Barcelona and Hospitalet (opening foreseen during the months October-December).

**Citizen Attention Points**

The first Citizen Attention Points (PAC) have been installed, automated machines that allow citizens who do not have access to Internet at home, to enjoy the many services that are currently available for internet users on the official government Web site. (http://www.map.es).
The installation of 20 PAC in the Government Delegations (in the 17 Autonomous Regions - two in the Canary Isles, Ceuta and Melilla), will continue during the current year and the following year in the remaining capital cities of each province, not discounting further extensions to other localities. The aim is that the benefits enjoyed by citizens as a result of the use of the Web to interact with the Public Administration may be enjoyed by everyone.

The Government intends to further explore this path from two viewpoints: On the one hand, continue to exploit to a maximum the opportunities offered by internet in relation to public management. To this end, the Public Administration Strategic Initiative was approved recently. It contains actions to secure the availability on Internet of information, forms and procedures, as well as a progressive offer of tele-handling of proceedings. On the other hand, it will avoid that citizens be left out and not be able to enjoy the undeniable benefits that Internet offers for interaction with the Administration. Public offices themselves will serve as a place that gives access to the said benefits to those who do not possess in their homes the appropriate equipment.

In the Citizen Attention Points, it is possible to consult permanently updated information - real-time - regarding Public Employment Offers and regarding subventions and grants that periodically are offered by all the Administrations.

Furthermore, a new application has been installed, Procedures, Details and Services Guide (GPPS) that is also available in Internet. The GPPS responds to the desire of the LOFAGE for permanently updated and available information Guides on administrative procedures, services and benefits. It contains a total of 400 procedures (250 subventions and 150 of a different nature, authorisations, details) whose responsibility corresponds to the different Public Departments and Organisms of AGE, and in each of the procedures the citizen may access information regarding the contents of the procedure, its regulations, the requirements that must be complied with so as to have access to the service or benefit, the details required and the documentation that must be presented, the maximum periods within which the Administration must issue a decision and the consequences if the Administration does not respond within the stipulated term (positive or negative silence), as well as information regarding the appeals that may be filed if the citizen is not in agreement with the resolution issued by the administrative body.

The GPPS also allows the corresponding normalised application form to be printed, so that the citizen does not have to go to the responsible body to get it. Furthermore, it supplies other alternatives - addresses, telephone, fax, e-mail addresses – which the citizen can use to resolve queries or obtain complementary information. But above everything else, the GPPS intends to constitute the origin of a future generalisation of tele-handling of procedures and actions with the Administration, both via Internet as well as through PAC. Thus, the PAC is furnished with a Reader of magnetic and digital cards, in such a way that they are ready for the utilisation of debit and credit cards (it will allow in the future the payment of official fees and taxes), as well as for the use of personal identification cards.

Practical improvements pertaining to Information Technologies

Public Administration Portal

Its objective is to have a single access point, to be user-friendly, with a common page layout and interface, simple, intuitive and linked to all the Public Administrations. Its the aim is to integrate access to all services pertaining to information, communication and procedures that the different public administrations offer via Internet.
It also intends to become an authentic repository of the knowledge of the different Administrations, unifying the diverse sources of information and services via a common Database with procedure files and a powerful search engine for free text searches. And finally, it intends to extend the contents of the Hypercentre of Administrative Information and Proceedings (HITA), until it reaches the total limit of the electronic handling of the thousands of procedures that exist in the Public Administrations.

The Project of the one-stop shop

It contemplates the inter-connection of all the registral units of the Public Administrations, to allow registral entries and documentation attached to same being transmitted telematically, and the possibility of carrying out electronic actions, the inventory of procedures of the Public Administrations, the organisational chart of same, and as a search engine by subjects and territories. Furthermore, it includes the creation of a X.500 directory (white pages guide) of the public Administrations in which all the Administrations are included. A Business One-Stop Shop has also been created to facilitate the creation of companies via Internet, that has already permitted the creation, through this manner, of 1,100 companies.

Intranet of the State General Administration (AGE)

The definition and implementation of a prototype to include various common telecommunication services for all the AGE; is being considered, as well as the elaboration of the Master Plan of this Administrative Intranet. It will encompass the study and definition of the technical and organisational architecture of the said network, as well as an implementation plan. An Implementation Plan will then be carried out, together with measures to accompany it, such as those related to Internet domains and names. The AGE Intranet will favour the implementation of general applications (such as contracting), as well as the interchange of information of sectoral applications.

Procedures for public contracting via Electronic, Computer and Telematic (Internet) mediums.

A Viability Study has been developed, that defines a reference functional framework and technological framework. It will limit and harmonise the different actions of the administration. The modules to be developed have been differentiated: some are of a horizontal nature that will offer common services and will allow the co-ordination of different actions, and others are of a vertical nature that will supply concrete solutions to certain phases of the contracting process. A Prototype has also been developed that demonstrates the viability of electronic contracting.
**New development**

**Using “balanced measures” to evaluate senior executive performance**

Beginning next year, Senior Executive Service members will be subject to new accountability measures that balance organizational results with the needs and perspectives of customers and employees. Amended performance management regulations issued by the Office of Personnel Management will help agencies hold senior executives accountable by:

- Reinforcing the link between performance management and strategic planning.
- Requiring agencies to use “balanced measures” in evaluating executive performance. And
- Giving agencies more flexibility to tailor performance management systems to their unique mission requirements and organizational climates.

The regulations require agencies to evaluate executive performance using measures that balance organizational results with customer satisfaction, employee perspectives, and any other measures agencies decide are appropriate.

Introduction of the balanced scorecard concept in 1992 by Robert Kaplan and David Norton of the Harvard Business School as well as recent studies by the National Partnership for Reinventing Government and others have shown that both the public and private sectors are increasingly and successfully using balanced measurement to help create high-performing organizations. They indicate that an approach to performance planning, management, and measurement that balances the needs and perspectives of customers, stakeholders, and employees with achievement of the organization’s business or operational results is critical to successful improvement efforts.

**Contact:**

Anne Kirby (202) 606-1610 or email to SESmgmt@opm.gov

**New development**

**FirstGov.gov web portal**

In a September 22 Internet address to the nation, President Clinton announced the launch of the first-ever U.S. Government web site that provides the public with easy, one-stop access to all federal government online information and services. This web site – located at www.firstgov.gov – provides a single online information portal that connects Americans with information and resources to one of the largest and most useful collection of web pages in the world. A breakthrough in one-stop shopping for government
services, FirstGov allows citizens to conduct searches faster and more efficiently, by topic rather than by agency, and to have easy access to federal government information 24 hours a day, 7 days a week.

FirstGov allows users to search all 27 million Federal agency web pages at one time. And it has plenty of room to grow. It can search half a billion documents in less than one-quarter of a second and handle millions of searches a day. The Web Site also provides access to the home pages of major agencies and entities in all three branches of government, a section that provides topics of current interest to web users (e.g., a direct link to the Weather Service during hurricane season, to NASA during a shuttle launch, or to IRS during tax season), and key sites that access State and local government web pages. To increase efficiency, FirstGov allows citizens to find information intuitively -- by subject or by keyword.

The ability to find government information and services intuitively and quickly is the key to making electronic government succeed. It does not matter how many or how useful government on-line services are if they cannot be found is a straightforward manner. FirstGov is the initiative that helps to solve this problem. It indexes these efforts, currently found in many places across government, and provides that intuitive link.

Contact:

the FirstGov website: www.firstgov.gov
New development

Reforming Central Government

Commissioned by the Ministry of Finance, Professor Guy Peters from Pittsburgh University, Mr. Derry Ormond, former Head of the Public Management Service of OECD, and Professor Geert Bouckaert from Leuven University acted as the international experts of the reform of central administration between October 1999 and May 2000. The expert group submitted its interim report at the end of February this year and the final report in June 2000.

Based on this work and on answers to a questionnaire sent to all ministries the Finnish Government decided in May 2000 that it will start a new reform of the central government. The Government set up a group of ministers to head the project, and a group of civil servants, with one representative from each ministry, to support the project.

In September 2000 thirteen projects were launched to carry forward the reform.

Strengthening government’s co-ordination and co-operation (5 projects)

These projects look at:

- How to better co-ordinate the work of the government from the prime minister’s point of view.
- How to better co-ordinate and define the cross-cutting planning responsibilities from the ministries’ point of view.
- How to improve the Government’s strategic- and co-ordination tools, such as the Government’s strategic portfolio.
- How to define the structural principles of the central government.
- How to strengthen the technical support (collection of data and information, analysis) when preparing the Government programme.

Strengthening the steering role of ministries in their administrative fields (3 projects)

These projects aim at:

- Strengthening the steering role of the ministries in performance management.
• Improving the work of committees and developing new ways for temporary planning and preparation.

• Strengthening the trust of citizens and personnel towards ministries.

**Strengthening citizen government connections and quality in administration (3 projects)**

These projects have as their goal to:

• Strengthen citizen-government connections by finding new ways for consultation and participation.

• Make suggestions for administrative fields of how to improve the quality by preparing quality strategies for each administrative field.

• Increase the use of benchmarking in the Finnish central government.

**Information systems of government and government as an employer  2 projects)**

These projects try to:

• Solve how the different information systems of the central government could better work as a whole and thus better serve the decision-making of the government.

• Improve the government’s status as a competitive employer.

**Contact:**

Government counsellor Heikki Joustie heikki.joustie@vm.vn.fi or: 
Counsellor Katju Holkeri katju.holkeri@vm.vn.fi

Ministry of Finance, Finland

**Promising Practice**

**BSC-forum 2000**

• Challenge for Balanced Success

The Ministry of Finance launched a challenge called BSC -- Forum to ministries and public sector organisations at the end of 1999. The idea of the forum was to bring together state administration organisations interested in Balanced Scorecard -- based systems for development of their strategies and activities. The main focus was to build a mutual forum for learning and exchange of experiences. Organisations were asked to send their applications to the project including their experience of Balanced Scorecard, expectations, investments (financial, working hours, persons involved etc.) and commitment to the project.

Twenty eight state organisations (including 5 ministries) accepted the challenge. Organisation of the BS-Forum was formally appointed, together with another project called “National Quality Initiative”, by the minister responsible for public administration development, Ms Suvi-Anne Siimes. Together these two
projects formulate an aggregate (metaproject) called “Public Sector as a part of National Competitiveness” (appendix 1).

A start-up seminar was arranged in March 2000 specifying the needs and expectations of the participants. The structure (appendix 2) of the BSC-Forum was formulated including common meetings/seminars and theme-specific working groups (“cells”), which are:

- BSC and evaluation.
- BSC -- Quality (EFQM).
- BSC -- Knowledge Management, Competence Management and Information Management.
- BSC -- strategies, budgeting and Performance Management.
- BSC – Personnel Management.

The following guiding principles were formulated together with the participants and launched at the seminar:

- Sharing experiences.
- Learning from each other.
- Search and find new innovations.
- Critical yet constructive approach.
- Questioning of sc. “truths”.

The BSC-Forum produces three academic studies: two at the Helsinki School of Economics and Business (management accounting) and one at the Vaasa University (Public Administration).

The Process, product and expected results of the BSC-Forum are described in appendix 3. The BSC-Forum, as it is, ends at the end of 2000 and is going to be evaluated as a project looking for new kinds of innovations.
PUBLIC SECTOR AS PART OF NATIONAL COMPETITIVENESS

BSC-FORUM
Project Group

Common Steering Group

NAT. QUALITY INIT.
Project Group

Ministerial Working Group

Common Forum

Process of MoE’s Project

Work on Individual Projects

Organisation of the project steering group project group

Theme-specific working: "cells" output to be shared with the Forum organisations

Common meetings / forums * 8/00, 11/00, 12/00

Continuous mutual reflection of the project themes among the organisations involved (eg.internetpages)

Expected results:

- Strategic working /management more effective in the involved organisations
- Increased use and development of BSC-based activity

Start-up seminar 3/2000
* specifying needs & expectations

Start: Challenge to organisations 12/1999
25 organisations joined
Charting organisations’ & expectations 2/2000:

Other publications

- seminars, articles
- possibly

Academic studies
Helsinki School of Economics and Business Administration *Vaasa University

BSC -FORUM 2000
**BSC- FORUM 2000**

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<th>RESULT</th>
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<td>Joint meetings/network</td>
<td>Sharing expertise and experiences</td>
<td>Learning from successful BSC approach</td>
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<tr>
<td>”Cell”/work group working</td>
<td>Theme-specific analysis of information</td>
<td>Deepened knowledge and expertise</td>
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<td>Benchmark-/studyvisits</td>
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<tr>
<td>Electronic discussion</td>
<td>Common netpages with National Quality Initiative</td>
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FRANCE

Le Comité interministériel pour la Réforme de l’Etat – Réunion du 12 octobre 2000


Les décisions arrêtées s’articulent en trois axes : répondre aux nouvelles attentes du citoyen, assurer une gestion plus transparente et plus efficace, déconcentrer les décisions et s’appuyer sur les agents, acteurs de la modernisation.

I. Une priorité : répondre aux nouvelles attentes du citoyen

Une administration au service du citoyen est une administration de qualité, dotée de moyens d’action modernes.

Placer la qualité au cœur de l’action de l’Etat :

- Les ministères et les services déconcentrés s’engageront sur un niveau de qualité établi avec et pour les usagers.
- Les ministères définiront avant la fin de l’an 2000 les axes prioritaires de leur politique de qualité.
- Sur cette base, chaque service local de l’Etat lancera une procédure d’autoévaluation de la qualité, définira ses engagements et les portera à la connaissance du public.

Alléger les démarches administratives pour faciliter la vie quotidienne des usagers et réduire la charge des services de l’Etat :

- Un groupe de travail se penchera sur la qualité de la réglementation. Dans ce cadre, des recommandations précises seront adressées en juin 2000 aux administrations pour simplifier leur langage courant et les ministères seront incités à mettre en ligne les principaux projets de textes réglementaires dès leur conception.
- Avant le 1er décembre, les fiches d’état civil (60 millions de fiches délivrées chaque année) seront supprimées afin de faciliter la vie quotidienne des citoyens.
**Donner une impulsion nouvelle à l’administration électronique :**


- Pour les particuliers, les entreprises et les associations, plus de vingt **téléprocédures**, qui s’ajouteront aux 600 formulaires déjà en ligne, seront mises en œuvre dès 2001.

- **7000 points d ’accès gratuits à internet dans les lieux publics** sera mise à disposition des citoyens d’ici à 2003, dont 2500 offrant une formation générale et gratuite à Internet.

- Tous les sites internet des services de l’État seront rendus accessibles aux non-voyants.

- Une étude de faisabilité sera produite, d’ici à la fin 2000, sur la mise en place d’un ou plusieurs centres d’appel offrant un service téléphonique d ’information administrative et d’orientation.

- Un accès gratuit aux textes juridiques ainsi que les procédures de consultation des citoyens par le biais de l’internet seront mis en place.

**II. Une exigence : une gestion plus transparente et plus efficace**

Les procédures budgétaires et les modes de gestion seront profondément rénovés.

**Moderniser les modes de gestion de l’État :**

- Dans le cadre de la réforme des règles des finances publiques, deux priorités sont mises en avant : **la généralisation du contrôle de gestion et le développement de la contractualisation**. Un guide méthodologique sur ces deux thèmes sera diffusé d’ici mars 2001 pour faciliter la tâche des ministères.

- Le contrôle de gestion sera généralisé dans l’administration d’ici 2003.

- Chaque ministère négociera en 2001 avec chacun de ses établissements publics et de ses entreprises publiques un contrat d’objectifs.

**Améliorer la gestion des ressources humaines de l’État :**


- D’autre part, une **formation préalable à la gestion des ressources humaines** sera obligatoire dès 2001 pour tout agent accédant à un poste d’encadrement supérieur et dès 2002, pour tous les postes d’encadrement.

- Pour favoriser une plus grande transparence, l’information sur les vacances de postes sera mise en ligne.
III. Un choix : déconcentrer les décisions et s’appuyer sur les agents acteurs de la modernisation

La modernisation de l’État passe aussi par le soutien aux agents innovateurs et par la déconcentration des décisions.

Améliorer la formation des agents publics :

- La téléformation professionnelle des agents publics sera développée en partenariat avec le centre national d’enseignement à distance (CNED). Les priorités comprendront la gestion publique, les nouvelles technologies, les relations avec le public et les langues vivantes.

Moderniser les méthodes de travail dans l’administration :

- Chaque service de l’État sera doté d’une adresse électronique et chaque agent équipé d’un poste de travail informatique aura accès aux intranets ministériels et il disposera, si nécessaire, d’un accès au web.

- Le « portail des innovateurs » sera un centre de ressources et d’outils de travail collectif accessible à tous les agents publics.

- Un extranet spécifique "vit@min", ouvert en octobre 2000, permettra des échanges d’informations et d’expériences sur les actions de modernisation au sein des réseaux chargés de la réforme de l’État.

- Des systèmes d’information territoriaux seront implantés d’ici la fin de l’année 2000 dans tous les départements.

Créer les conditions d’une nouvelle dynamique locale et poursuivre la déconcentration :

- Les projets territoriaux élaborés par les préfets de département avec l’ensemble des services déconcentrés entreront en vigueur au début de 2001, permettant ainsi d’adapter les politiques de l’État aux enjeux des territoires.

- Pour préparer une nouvelle étape de la déconcentration, une évaluation globale de la démarche de déconcentration menée depuis 1982 sera entreprise pour le 31 janvier 2001.

Contact :

Pierre SEGUIN
Délégation interministérielle pour la Réforme de l’État
Mission service à l’usager et management public
72, rue de Varenne, 75007 Paris
Tel : 01/42/75/88/66
fax : 01/42/75/83/85
p.seguin@dire.pm.gouv.fr
Greek administrative reform policy

The Ministry of the Interior, Public Administration and Decentralization has designed and is now implementing a new comprehensive Programme called “Politeia” that comprises ongoing previous projects and programmes of the past, like the “Quality for the Citizen” programme that aim primarily to improve the services provided, and other reform actions that aim to reform the Greek public administration.

The results of every action taken and the new measures of this programme are:

- Redesign and electronic formatting of administrative application forms

The idea is to create a web-site where every application form for all administrative procedures can be found in electronic form. The citizen is also informed about the secondary documents that he must produce in order to get his licences, certificates, etc., from the competent public service.

Until now more than six hundred (600) public documents (application forms for several administrative procedures) (www.ypai.gr) taken electronic form and are now available in the Internet), and another 300 applications are being digitally prepared. All citizens equipped with a personal computer can print out from the Internet the application form they need for a given administrative procedure and send it filled up, by fax, to the competent service. Those who do not have a PC have access to these documents through a workstation installed in their municipality, and with the help of an employee hired for this purpose can send their applications to the relevant service.

A pilot application of this Programme is now operating in 96 municipalities in the islands of the Aegean Sea, under the name ASTERIAS. During the first two months of the operation of the 96 bureaux in the municipalities 10,000 people have been served. By the end of 2001, the programme will include all the documents needed for all the administrative procedures a citizen might have to initiate.

Parallel to that, a Special Committee has been created to work on the simplification of all administrative procedures by abolishing any unnecessary secondary document that might be required for a certificate or licence.

The creation of a “Citizen’s Bureau” in every Prefecture. “Info-Kiosks” in 39 Prefectures. Pilot “one stop shop” in 6 Prefectures

Special bureaux are being created in the country’s 54 Prefectures in order to provide better quality of services to the citizens.

In 39 Prefectures of the country “Citizens Information Centres” already operate in order to provide information to the citizens. In these Centres there is a local data base, which contains information of administrative and local interest (e.g. transport timetable, addresses and telephone of local enterprises, cultural events etc), and is connected with the central data base of the Ministry of the Interior, Public
Administration and Decentralisation. Every Prefectural database is also connected, with the others Prefectural databases. All this information is accessible to citizens, 24 hours a day, by touch screens in central points of every Prefecture.

For the areas of the Prefectural Local Governments of Magnesia, Larissa, Fthiotida, Itaklio and Chania “one stop shops” operate, for the agricultural, the social welfare services, the commerce and the consumer sectors. These services provide information, while at the same time tracking necessary documents within the services of the Prefecture and transmitting citizen's matters through internal communication, without obliging people to move from one service to another. By the end of this year, the pilot programmes, will be extended to the others Prefectural Local Governments, so as to cover all citizens sectors of the Prefecture’s activities.

The “Citizen’s Guide”

The “Citizen’s Guide” was first published in 1989, since when we had three revised editions (1992, 1997, and 2000). In the “Citizen’s Guide” every citizen can find information concerning all administrative issues. It also contains telephone numbers of public sector services. Due to the development of information technology use in the Public Sector, the “Citizen’s Guide” is now available through the Internet (www.gspa.gr), whereas it is also possible to consult it through a call information centre (tel. number 177) established to respond to citizen's enquiries for administrative issues, to the Ministry of the Interior, Public Administration and Decentralisation. It is also possible for every citizen to visit this information centre to receive administrative information for a wide range of issues concerning the public sector’s activities.

There are also a lot of public services (e.g. Ministry of Transports and Communications, Ministry of Merchant Navigation, Ministry of Finance, the country’s Regions, many Prefectural Local Governments and Municipalities etc) that have published similar Guides, concerning special administrative sectors.

The issuing of Public Certificates through a Call Centre

There is a telephone centre (tel. number 1502) from which citizens may ask for the issue of : Certificate of birth, Registrar’s certificate of birth, wedding and death, Recruiting office’s certificate, Penal register, Rate book’s certificate, Certifications of Treasury for Mechanic of Public Works, Certifications from Universities, Technological Institutes and School of Merchant Marines, Certifications for Agricultural, Stockbreeding affairs, Social Welfare and First - degree education from the Prefectural Local Government, Certification of Rural service (it concerns doctors) from the Ministry of Health, Certification of nursing from the hospitals and Passports.

The telephone application is transmitted through FAX to the competent service, which issues the certification and sends it to the citizen by a registered letter. In the case of passports, various documents are required, as well as the application. So the application is submitted by telephone, and the citizen goes to the competent service only once, to get the passport by submitting the necessary documents.

The cost for the citizen is 500 dr. for the telephone call and 500 dr. for the registered letter. By now 39 certificates like the above mentioned are provided by phone application. The telephone calls that are received from the call - centre “1502” are almost 40,000 per month.

Statistical research shows that:

- 82% of users are satisfied with the time within which they receive the certification.
- 95% of users declare that this measure is very useful to people.
88% of users declare their total satisfaction with the functioning of this measure.

98.2% of users declare their intention to use again the telephone centre.

**Compensation Committees of the article 2 of Law 2690/ 1999**

In the Ministry of the Interior, Public Administration and Decentralisation and in the country’s Regions, committees competent to examine applications for delays in processing citizens' matters, beyond the provision of the laws 1943/ 1991 and 2690/ 1999, are in operation.. In case it is proved that the application is well -- grounded, the Committee decides for symbolic compensation from the responsible service.

The Committee of the Ministry of the Interior, Public Administration and Decentralisation has been functioning since 7/12/1999, to examine applications concerning the delays of ministries. Until April 2000, it has examined 79 cases.

- Five of them were accepted, while the number of the rejected cases was 74.
- The citizens received 220,000 dr. in all, by way of compensation.

Until the date of issue of the law 2690/1999, there was only one Committee for compensations for all the public sector’s services.

In the period 1/3/1998 - 5/12/1999, the Committee examined 182 cases:

- Accepted 21 - rejected 161.
- The citizens received 800,000 dr. in all, by way of compensation.

**Promising practice**

**National council of administrative strategy**

The "National Council for Administrative Reform" has been established by the Law 2839/2000, attached to the Minister of Interior, Public Administration and Decentralisation. The Council functions as a government institution for consultation with the social and political parties. Within its competence are the elaboration of proposals for administrative reform, and the evaluation of the administrative operation in general.

The Council consists of representatives from social and financial institutions, labour unions, scientific institutions, political parties of the Greek Parliament, etc. and will meet for the first time in November.

**Promising practice**

**Regulatory reform**

A Special Interministerial Committee for the implementation of the Regulatory Reform Program has been created according to the recommendations of the OECD. The Committee will elaborate both the criteria of pre-parliamentary control of drafts and the organisation of the system of control.
The codification of regulations in the sectors of transportation and public administration is almost completed, while the codification of laws in the sectors of communications, competitions, energy and commerce is proceeding. By the end of 2001, codification in the sectors of taxation, social security and town-planning, based on the recommendations of the OECD that is reviewing the quality of laws in Greece, will be completed.

By June 2001 all the laws of the country will have been converted into digital form in the “Code of Continuous Legislation - Raptarchis”, a measure that will assist in the complete codification of all regulations based on the Organisation of Economic Co-operation and Development criteria.

Promising practice

“1464”: 24hour Information call-centre

This centre already provides direct information to the citizen on a 24hour basis. By the year 2001 the transfer and netting of the rest of the public information numbers, which are over 20, to a single dialling number will take place. Therefore a unified citizens service by phone for administrative information will exist for the entire Greek Public Administration.

Promising practice

Afternoon operations for most-used services

A different timetable to that already existing for public services will be applied to the most-used services in order to make life easier for citizens. It will be formed through collective negotiation with the Supreme Administration of Greek Civil Servants Trade Unions. The measure will be applied in 2001.

Promising practice

“Citizens Panel”

Having as a target the valid and constant expression of public opinion for public service’s quality, a new institution, the ‘Citizens Panel’ is being created. The Ministry of Interior, Public Administration and Decentralisation is completing the process of methodology, which will be applied in correspondence with already existing similar institutions in other countries of European Union.

Promising practice

Task Force for solving ad hoc problems in services with big clientele

This Committee has been created by Ministerial decision and has as its objects the ‘on the job’ intervention for the re-organisation of public services with many and difficult problems, in order to immediately improve the service provided to the citizen.
The experience for each case will be automatically applied to every similar service with the same duties and problems.

**Promising practice**

**Operational Plan for the Information Society**

The actions of this program, as regards the Public Administration pillar, aim at the creation of an open and effective public administration, which will provide better services for citizens and businesses, within an environment of transparency and complete access to public information.

This pillar supports projects of a total public expense up 300 billion drs.

A special action in the “Information Society” Operational plan is the “Conjunction”. This project is an innovative way to massively introduce new technologies in public administration: pilot application of information systems and intranets are made first in services that are troublesome to the citizens - according to the suggestions of the Task Force for their re-organisation - and then they are applied overall.

**Promising practice**

**Human resources development**

**Public servants’ ethical code**

The draft of the Public Servants’ Ethical Code has already been completed by the Ministry of Interior, Public Administration and Decentralisation and will be the subject of collective negotiations with the Supreme Administration of Greek Civil Servants Trade Union.

**Personnel Recruitment**

a) Recruitment planning for the year 2001 and evaluation of the public services’ demands for human resources has almost been completed by the Ministry of Interior & Public Administration, on the basis of future needs. Its objective is to increase the percentage of personnel that are university and technical school graduates.

b) New regulations have been introduced for recruiting public service personnel. They accelerate public service recruitment procedures without changing the core essence and philosophy of the initial law (2190/94) for objectivity, transparency and meritocracy.

**Regional Centre of UN for Public Administration and Human Resources**

Through collaboration between the Greek Government and the United Nations, a Regional Centre was established in Thessaloniki in order to provide ‘know how’ in public administration issues in Central and Eastern European Countries. The facilities, the equipment and the staffing of the Centre are being completed and its openings will take place on the 1rst of December 2000.
**Promising practice**

**Introduction of performance measurement in the public sector**

The Ministry of Interior & Public Administration has created a Special Committee to elaborate:

- A system that sets productivity measurement criteria of public services and employees. In 2001, performance indicators will be differentiated according to the nature of the service provided (hospital, schools, preferences etc.).

- The necessary regulations for the creation of a Special Evaluation Body in the Ministry of Interior and Public Administration and Specific Evaluation Committees in every ministry.

- The linkage between the public servants’ remuneration and their productivity and efficiency.

**Promising practice**

**Improving control and transparency**

The Secondary Disciplinary Committee of Public Administration has been established by Law 2839/2000 to cover all disciplinary cases of every public service. It consists of Legal Advisors of the state, higher level public employees and elected representatives of the public servants. The Committee’s responsibility is to control all disciplinary cases that are referred to it either by the disciplined public servant or by the agency, and the possibility to impose penalties to members of first disciplinary councils, as well as to employees individually, who committed disciplinary offences.
HONGRIE/HUNGARY

Re-modelled Prime Minister’s Office

The completion of the development of the new type of Prime Minister’s Office as a governmental centre, and the stabilisation of the new type of operation of the Office, should be noted as the most important accomplishment this year. The Prime Minister’s Office, headed for the first time by a Minister, has become the centre of the formulation of public policies.

Organisation units -- desks -- established specifically for this purpose co-ordinate the various areas of the operation of the public sector. These desks analyse and assess processes, develop strategies, assist ministries in the operative implementation of the various strategic tasks and appraise achievements. Each of these desks is headed by a political state secretary. The political state secretaries and the Prime Minister review, once a week, the positions of the various areas and they establish the tasks for the next period.

Other units established within the Prime Minister’s Office include the Department of Strategic Analyses, the “Country Image” Centre and the Centre of Press and Media Relations. There is a separate unit in charge of relations between the government and the civil sector.

The re-modelled Prime Minister’s Office is capable of better fulfilling the duties of a strategic centre in charge of the formulation of public policies. At the same time it has become capable of ensuring coherence in implementing public policy decisions.

The enhancement of the strategic planning capability of the government is indicated by the fact that under the reform of the general government system the process of shifting from a one-year budget planning regime to a two-year budgeting system -- including the system of taxation and social security contributions -- has commenced.

The government pays much attention to the reform of human resources in the public sector. In the wake of the legislation efforts launched in 1999, drawing to completion, the requisites of real life careers of civil servants are gradually created and the aspects of knowledge management and performance assessment are gaining in importance.

Within the framework of the reform of the general government system the outsourcing of the large distribution systems -- primarily in the areas of basic health care services -- has commenced.

The objective of the above sectors is to create a public sector that operates efficiently.

Contact:

Dr. István Balázs
Head of the Public Administration Development Secretariat
Senior Governmental Advisor
Tel: 441-3201, 441-3204
Establishment of the System of District Document ISSUING Offices in Hungary

Steps taken towards a modernised public administration system

After the political transition change in Hungary -- in parallel with the establishment of the local governmental system -- a justified demand arose for the introduction of ‘citizen friendly’ administration of business, as an additional element of the modernisation of the public administration system.

Transformation of the system of supplying citizens with documents was the most evident solution for this.

A complex set of objectives needed to be implemented:

- Service provision is to be transferred from the police to the civil public administration system.
- In the framework of administration in district centres, business formalities should be carried out closer to where people live thereby contributing to the population retaining capacities of sub-county areas.
- Documents should meet the requirements laid down in the EU directives on security.
- Authentic and up-to-date databases should be created to promote the modernisation of the registration backgrounds.
- Tight requirements of the new documents should substantially reduce the risk of fraud.

This new “family” of documents should provide citizens with the possibility of choosing only one document -- personal identification card, passport or drivers’ licence -- for the purpose of personal identification.

The phases of implementation

The introduction in 1998 of travel documents produced using up-to-date laser engraving technology - in line with EU standards - is regarded as the first step of the transformation of documents. This enabled the modernisation of the system of border crossing registration, which was yet another step towards meeting the EU requirements primarily in respect of the controlling of Hungary’s eastern borders.

In 1999, a new certificate of vehicle ownership and origin was introduced in the form of a card, along with a new type of vehicle licence which made a significant contribution to the repression of criminal activities targeted at vehicles. The new, higher standard, documents have practically eliminated the possibility of legalising stolen cars.

The strengthening and delegation of substantive responsibilities to the centres of sub-county administration was a major step in the process of the modernisation of the public administration system.

On 1 January 2000 the municipal governments of a total of 152 towns set up document administration offices and at the same time they were granted competency concerning the administration of document-
related business for the neighbouring municipalities. In the establishment of district centres the competencies of construction and public guardianship authorities were also harmonised.

In the first step, the document-issuing offices managed the tasks relating to personal identification cards - formerly part of the competency of the police -- and the issue of official certificates containing the personal identification code and address of residence. The administration of personal identification cards is performed by each of the national document issuing offices.

The new personal identification document -- in the form of a card -- is protected against fraud, produced with security elements, and contains, besides the photo of its holder, only the essential personal details. The manufacturing technology is a closed process, the cards are executed by laser engraving. It is an important feature of the card that under inter-governmental agreements the borders of Slovenia, Croatia and Switzerland can be crossed with this document.

The demand for new personal identification cards has increased by about 3-4 times -- over a given period of time -- since the introduction of the new cards, primarily owing to their size and elegant design.

In order to create an up-to-date authenticated system of registries, the information technology background has also been modernised through an investment project of several tens of millions of Euros. A process of digital photography has been introduced at the document issuing offices and the connection of document issuing offices into a single nation-wide telecommunication network has enabled access to the central database for the purpose of verification of individuals’ particulars, based on the central registry and storage of data (photo and signature) in digital format.

As a result of the intensive demand on the part of citizens, document issuing offices were opened on 1 July 2000 in another 28 towns to reduce somewhat the work load borne by the already opened document offices.

**On 1 November 2000 a total of 83 additional document issuing offices** will be opened, as a result of which in 2001 public administration through district centres will be operating in 263 towns in Hungary, with document issuing offices available for the public.

**Substantive enhancement of the tasks performed by document administration offices**

On 1 November 2000 the administration of entrepreneurial cards will be delegated to the document issuing offices as a new responsibility. These tasks used to be carried out by chambers of commerce and industry. However, the chambers should now strengthen their role of businesses’ technical and interest representation, while business formalities should be carried out in the administrative system. The entrepreneurial cards issued here are also secure documents, the reliability of their details is guaranteed by comparison with the data held in the central database of personal details and address of residence.

Each document issuing office will be made competent this year to handle travel documents, to simultaneously compare their data, thereby improving quality of service for citizens’ and making it easier to obtain a passport.

From 1 January 2001 the transfer of the duties of transport administration from the police to the document issuing offices will be the next largest step in the improvement of the document offices system. Administration relating to drivers’ licences and other transport administration responsibilities will be added to the competency of document issuing offices. As a result of the extremely rapid growth of the Hungarian vehicle market and in order to efficiently reduce vehicle-related crime, this step will have an enormous economic and social impact. This is practically the final closing step of the development of a
civil public administration system, as citizens will only contact the police vehicle related administration until the end of this year.

The drivers’ licence to be introduced from 1 January 2001 will also be of a card format, meet the EU requirements and function as an identity card.

The new vehicle registration licences will also be introduced on 1 January 2001. In line with EU directives, when the document issuing offices have registered the data on dealers and organisations which verify vehicle origin, they will replace the currently used vehicle licences.

Owing to the quantity of matters to be dealt with in the Budapest and its suburbs, a central national document issuing office was opened on 1 January 2000 in Budapest. In this office, the range of available options for citizens in relation to document administration matters will be further improved.

**Contribution to the extension of the technical qualifications of civil servants**

A positive consequence of the development of the document issuing office system is the birth of a new profession, that of ‘document office administrator’, which has been granted state recognition.

The initial staff of 359 as of 1 January 2000 will be increased by 1 January 2001 to 1,540 and an additional 700 civil servants will also be provided with the same type of training.

The necessary knowledge will be acquired by civil servants in the most up-to-date Internet based tele-teaching environment that has yet been used in the public administration system in Hungary. For each of their responsibilities they will be given separate practical training. The new modern environment and the new profession are expected to improve the recognition of the work of civil servants.

Authenticated data bases are to be introduced -- complete with photos -- which will provide for Hungary’s improved co-operation with state administrations and criminal investigation organs of other countries.

The up-to-date, secure documents and the newly introduced tightly controlled, closed systems of registration and documents production will improve the effectiveness of crime prevention.

The final conclusion of the above is that the process of the modernisation of documents and the establishment of the document issuing office system over the past two years was a highly successful process, and it has been one of the most important steps in the modernisation of the public administration system since the transition.

**Contact:**

Dr. György Eiselt (hat5@bm.gov.hu) or György Urbán (gyurban@mail.ahiv.hu).

**Cabinet du Premier Ministre**

Il est à noter avant tout, l’achèvement de la mise en place et de la stabilisation du fonctionnement d’un Cabinet de Premier Ministre d’un type nouveau. Le Cabinet du Premier Ministre, dirigé pour la première fois par un ministre, est devenu le centre de l’élaboration des politiques du gouvernement.

Des bureaux, unités organisationnelles créées à cet effet, couvrent chaque domaine de fonctionnement du secteur public. Ces bureaux analysent et évaluent les processus. Ils élaborent des stratégies, assistent les
ministères dans l'exécution des missions stratégiques et mesurent les résultats concrets. Le contrôle de chacun de ces bureaux est assuré par un secrétaire d'État. Une fois par semaine, les secrétaires d'État examinent avec le Premier ministre la situation de chacun des domaines et définissent les prochaines actions.

Dans le cadre du Cabinet du Premier ministre, on a également mis en place un Centre d'Analyse Stratégique, un Centre « Image-Pays » et un centre de Presse et de Relations avec les médias. Une unité organisationnelle à part est chargée des relations du gouvernement avec la sphère civile.

Ce nouveau Cabinet du Premier ministre pourra non seulement mieux remplir le rôle d'un centre d'élaboration des politiques gouvernementales, mais il pourra assurer les conditions d'une démarche garantissant la cohérence des décisions politiques de l'État.

L'adoption, dans le cadre de la réforme de l'Administration, d'un système budgétaire, fiscal et des assurances sociales de deux ans démontre une meilleure aptitude à la planification stratégique du gouvernement.

La réforme de la politique des ressources humaines dans le secteur public est également très important pour le gouvernement. À la suite des travaux de législation commencés en 1999 et bientôt achevés, les conditions de véritables carrières dans la fonction publique seront mis en place, les critères de la gestion des compétences et de l'évaluation des résultats auront une importance prioritaire.

Dans le cadre de la réforme du système budgétaire, on a commencé l'organisation des grands systèmes de redistribution dans la sphère privée, en particulier dans le domaine des soins médicaux de base.

Comme résultat de ces processus esquissés, l'objectif est de mettre en place un secteur public efficace et de taille proportionnelle à ses missions.

Contact :

Dr István Baláz
Responsable du Secrétariat au Développement de l'Administration
Conseiller du Premier ministre
Téléphone : 441-3201, 441-3204
Fax : 441-3202
E-mail: istvan.balazs@meh.hu

Mise en place d'un système de Centres locaux d'émission de documents en Hongrie

**Les mesures en faveur de la modernisation de l'Administration**

Après le changement de régime et parallèlement à la mise en place du système des municipalités, la demande justifiée pour un service public efficace s'est manifestée en Hongrie, contribuant ainsi à la modernisation de l'Administration.

Un des volets de cette modernisation était la transformation du système de délivrance des documents pour les citoyens.

Un système complexe a dû être élaboré :

- Transférer de la police vers l'administration civile les services offerts au public.
Dans le cadre de la gestion locale, garantir les services près du domicile des habitants, contribuant ainsi à souder les habitants d'une zone donnée.

Garantir la conformité des documents aux directives de sécurité de l'UE.

Contribuer à la modernisation des registres par la mise en place des bases de données fiables et constamment mises à jour.

Les critères des nouveaux documents devront minimiser les risques de falsification.

Cette nouvelle série de documents permettent aux citoyens de ne disposer que d'un seul document d'identification de leur choix: carte d'identité, passeport ou permis de conduire.

**Les étapes de la réalisation**

La première étape de la transformation des documents était l'introduction, en 1988, des nouveaux **documents de voyage**, correspondant aux normes européennes, réalisés avec une technologie moderne de gravure au laser. Cela a permis la modernisation du système de registration aux frontières, et nous a rapproché aux critères établis par l'Union Européenne, particulièrement en ce qui concerne le contrôle des frontières de l'Est.

C'est en 1999, que la mise en place des documents **attestant l'origine**, ainsi qu'une **carte grise** de type nouveau ont grandement contribué à la lutte contre les diverses activités criminelles relatives aux véhicules. Ces nouveaux documents correspondant à des critères plus sévères proscrivent pratiquement la possibilité de légalisation des véhicules volés.

Une étape décisive de la modernisation de l'Administration avait été le renforcement des centres régionaux de l'Administration et l'attribution de nouvelles missions concrètes à ces centres.

Le 1er janvier 2000, la municipalité de 152 villes a mis en place des bureaux de pièces d'identité, ces bureaux jouent en même temps le rôle du centre en charge d'établir les pièces des habitants des agglomérations appartenant au district administratif. Lors de la mise en place de ces centres, nous avons veillé à harmoniser également les compétences en matière de constructions et de tribunaux civils.

Dans une première étape, ces bureaux ont pris en charge l'établissement des **cartes d'identité**, ce qui relevait auparavant de la compétence de la police, ainsi que l'établissement des cartes de **numéro national d'identification** et des **attestations légales de domicile**. En ce qui concerne l'établissement des cartes d'identité, chaque bureau dispose d'une compétence nationale.

La nouvelle carte d'identité, garantie contre la falsification, comportant des éléments de sécurité et qui a la forme d'une carte de jeu, ne comporte, outre la photo d'identité, que les principales informations personnelles. Sa technologie de fabrication est fermée, la carte est imprimée au laser. Sa particularité est de permettre, conformément aux accords entre les états, de franchir les frontières de la Slovénie, de la Croatie et de la Suisse.

La demande de nouvelle carte d'identité est de 3-4 fois plus importante que durant la période précédente, surtout en raison de sa taille et de sa présentation élégante.

Dans l'objectif de mettre en place des registres d'état civil à jour et fiables, les outils informatiques correspondants ont été modernisés dans le cadre d'un investissement de plus de dix millions d'Euros. Dans les bureaux d'état civil une technique moderne de prise de photo numérique a été mise en place et la mise
en réseau des bureaux permet l'accès à la base de données centrale, le rapprochement des informations personnelles au registre central, ainsi que le stockage numérique des données (photo et signature).

En raison de le grand intérêt et de la demande importante dans le public, à partir du 1er juillet 2000, 28 autres villes ont été dotées de ces bureaux, soulageant ainsi la surcharge des bureaux déjà en fonction.

A partir du 1er novembre 2000, nous allons ouvrir 83 nouveaux bureaux, ce qui signifie, que pour l'an 2001 l'administration par district sera mise en place dans 263 villes du pays, que des bureaux seront à la disposition du public pour traiter les documents personnels des citoyens.

**L'élargissement des missions des bureaux de documents d'identité**

A partir du 1er novembre, les services traitant des cartes d'entrepreneur seront confiés à ces bureaux également. Cette mission relevait auparavant des chambres de commerce dont il s'agirait à l'avenir de renforcer le rôle de représentation des intérêts des professions, tandis que les démarches administratives devront être faites auprès de l'Administration. Les cartes d'entrepreneur émises par ces bureaux, seront également des documents pourvus de système de sécurité, la véracité de leurs données sera garantie par le rapprochement avec les informations de la base de données centrale des registres d'état civil et de domiciliation.

Au cours de cette année, tous les bureaux seront à même de traiter les documents de voyage, de faire le rapprochement des informations, améliorant ainsi le sentiment de confort du public et permettant une obtention plus aisé du passeport.

A partir du 1er janvier 2001, l'étape suivant de l'élargissement des missions des bureaux est la prise en charge de la gestion des affaires relevant des transports, traités auparavant par la police. Les services traitant des permis de conduire et autres affaires administratives des transports, seront pris en charge par ces bureaux. En raison du développement très rapide du marché des véhicules en Hongrie et de la lutte contre la criminalité en relation avec les véhicules, les conséquences socio-économiques de cette démarche sont très importantes. C'est pratiquement l'étape finale de la mise en place d'une administration civile, puisque pour les affaires concernant les véhicules, le public n'aura à s'adresser à la police que jusqu'à la fin de l'an 2000.

Le permis de conduire, introduit à partir du 1er janvier sera également d'un format de carte, correspondra aux attentes de l'UE et il pourra servir de document d'identification également.

C'est également à partir du 1er janvier 2000 que la nouvelle carte d'identification des véhicules sera introduite. Cette nouvelle carte comportera les informations concernant le vendeur et les résultats de l'examen d'origine du véhicule et, après que les bureaux des registres civils y aient porté les informations requises par les directives européennes, elle pourra remplacer la carte grise.

En raison de la surcharge de l'agglomération de Budapest, à partir du 1er janvier 2000, un bureau central à compétence nationale entrera en fonction avec un siège à Budapest. Avec la mise en place des bureaux centraux des documents, pour les démarches administratives, le libre choix des habitants sera accru.

**Contribution à une meilleure formation professionnelle des agents de la fonction publique**

Comme suite à la création des bureaux de documents, une nouvelle profession, reconnue par l'état est née. Il s'agit de la profession de "l'agent de bureaux des documents".
L'effectif initial des bureaux était, au 1er janvier 2000, de 359 personnes; cet effectif sera augmenté à la date du 1er janvier 2000 à 1540 personnes et 700 autres agents recevront la même formation, ils constitueront "le renfort".

Les connaissances appropriées seront acquises par les agents par l'enseignement à distance par Internet et par des multimédias jusqu'ici jamais utilisés dans l'Administration et les agents recevront, pour chaque chapitre, un enseignement pratique également. Nous pensons que l'environnement moderne et la nouvelle profession contribueront à la reconnaissance et à l'appréciation du travail de la fonction publique.

Les bases de données authentifiées, comportant également des photos, permettront à la Hongrie une meilleure collaboration avec les Administrations et avec les organismes de lutte contre la criminalité des autres pays.

Les systèmes de fabrication en circuit fermé des documents modernes et sécurisés contribuent au renforcement de la sécurité légale et à l'efficacité de la prévention de la criminalité.

Pour résumer, nous pouvons dire que la modernisation des documents et la mise en place des bureaux des documents, effectuées au cours des deux dernières années a été une grande réussite, elle constitue le plus important pas en avant de la modernisation du système de l'Administration depuis le changement de régime.

Contact :

Dr György Eiselt (hat@bm.gov.hu) et à György Urbán (gyurban@mail.ahiv.hu).
Performance Management & Development System (PMDS)

A new performance management and development system applying to staff at all levels is now being implemented in the Irish Civil Service following the successful completion of consultations between management and unions. The system, which was designed with the aid of consultants and in consultation with staff and their unions, involves the setting of objectives and targets at individual and team level based on the business plans derived from Departmental Statements of Strategy (Factsheet March 1999-PUMA/RD(99)1). The new system includes identification and development of the competencies (i.e. knowledge, skills and behavioral attributes) needed to perform effectively. A more structured approach to staff training and development, on-the-job development assignments, coaching, etc. will be key a critical requirement as the performance process evolves and develops. A pre-implementation and implementation training programme for staff at all levels is underway.

A consultancy study is currently being carried out with a view to devising an effective feedback system, including upward feedback. This study is expected to be completed by end 2000.

Contact:

Ms. Carmel Keane, Principal Officer
CMOD, Department of Finance, Lansdowne House, Dublin 4
Telephone: (00 353 1) 604 5029     Fax: (00 353 1) 668 2182
Email: carmel_keane@cmod.finance.irlgov.ie

E-Government

E-Government is a key, enabling element of the Government’s Action Plan for implementing the Information Society in Ireland and a number of significant developments and initiatives are now in train, including:

Service Delivery Model (SDM)

A service delivery model has been developed which sets out the preferred approach for the delivery of e-public services. The SDM complies with quality-of-service objectives as it will minimise the knowledge and time required to access public services. It will also comply with data protection principles.

Users of government services will be offered packages of services and related public information organised around episodes, where the interactions of a citizen or a business in relation to a life or business episode will be delivered as a single unbroken service, either on a self-service basis on the Internet or through authorised intermediaries such as call centres, one-stop shops, staff in agencies, etc. It is planned to offer services packaged around common themes such as licences and permits, registrations, health, education, etc.
The SDM has a number of significant advantages:

- It will be consumer friendly and will support all access channels (PCs, set-top boxes provided for the reception of digital television, mobile phones, etc.).
- Users/clients will have a single entry point for all e-public services along with a single, highly-secure electronic identity which will be used for accessing all public services.
- It will cater for a once-off submission of certain client information, e.g. changes in circumstances, means data, addresses, etc.
- It will eliminate the need for a range of paper certificates provided by one public service organisation for use by another.
- Users/clients will be able to personalise aspects of service delivery to their own needs.

In common with e-public service entry points worldwide, the SDM will be a parallel offering to the traditional delivery channels for service delivery.

A central feature of SDM is the “e-broker” or gateway between users/clients and the public services they wish to access. The e-broker will comprise information about the services, a customer data vault and the services manager. The e-broker will operate 24 hours a day, all year. Its development is essential to the successful implementation of the SDM and has been entrusted to Reach (see below).

Contact:

Mr. Jim Duffy, Principal Officer
CMOD, Department of Finance, Lansdowne House, Dublin 4
Telephone: (00 353 1) 604 5074 Fax: (00 353 1) 668 2182
Email: jim_duffy@cmod.finance.irlgov.ie

Reach Unit

Addressing the challenging technical requirements of the e-broker and its procurement, is the primary objective of Reach, a recently established unit which is responsible for:

- Fostering and maintaining client trust.
- Deciding the access channels to be supported (PCs, set top boxes for digital TV, mobile phones, one-shop stops, telephone call centres, etc.).
- Selecting the e-broker service provider.
- Identifying candidate episodes for early implementation in 2001. And
- Marketing.

Reach will also be responsible for adding new episodes, integrating new access channels as they emerge, and for analysing the data generated by the e-broker to identify gaps in service, service quality issues, opportunities for re-engineering, etc.
The Reach unit is now operational and is making progress in identifying episodes and the required functionality of the e-broker. Public information organised around episodes, including electronic versions of relevant forms, will be available shortly on the Internet for some episodes. Information on additional episodes will be provided during 2001.

Contact:

Reach
The Earlsfort Centre, Earlsfort Terrace, Dublin 2
Telephone: (00 353 1) 638 4140 Fax: (00 353 1) 662 2344
Email: inforeach.ie
http://www.reach.ie

Revenue On-line Service (ROS)

The Revenue On-line Service is a new Internet-based system provided by the Office of the Revenue Commissioners to enable taxpayers to file tax returns and look up their account information electronically. ROS is being developed on a phased basis. The first phase came into operation at end September and facilitates the electronic filing of VAT and selected other tax returns. Phase 2 will extend the facility to other tax returns. On using the system for the first time, each client is provided with “digital certificate” software following a registration process. The “digital certificate” provided is exclusive to each client and ensures the confidentiality and integrity of the client’s transactions.

Contact:

Revenue On-line Service
Trident House, Blackrock, Co. Dublin
Telephone: (00 353 1) 209 0401 Fax: (00 353 1) 283 3609
Email: roshelp@revenue.ie
http://www.ros.ie

E-Procurement by Government Agencies

An inter-organisational committee comprising central and local government and the health sector is developing an e-procurement facility for the Irish public service. As a first step, the Committee, with the assistance of consultants, is carrying out a study to identify and address the issues involved and devise an appropriate strategy. The study will be completed in March 2001. The timescale for the delivery of the system is early 2002 but, as an interim measure, a system for advertising procurements will be put in place by end 2000.

Contact:

Ms. Dolores Rooney, Assistant Principal
CMOD, Department of Finance, Lansdowne House, Dublin 4
Telephone: (00 353 1) 604 5102 Fax: (00 353 1) 668 2182
Email: dolores_rooney@cmod.finance.irlgov.ie
Information Society Fund

A central fund has been established to finance e-government and information society initiatives generally, thus promoting developments. The fund will disburse some IR£110 million over 2000-2002. In 2000, 58 projects (including Reach -- see above) have been supported at a cost of some IR£21 million.

Contact:

Mr. Ray Kavanagh, Assistant Principal
CMOD, Department of Finance, Lansdowne House, Dublin 4
Telephone: (00 353 1) 604 5060  Fax: (00 353 1) 668 2182
Email: ray_kavanagh@cmod.finance.irlgov.ie

Legislation

Two Acts have recently been enacted. The Electronic Commerce Act, 2000 provides the legal framework to support e-commerce and facilitate the growth of e-business generally. The Copyright and Related Rights Act 2000 updates copyright and intellectual property rights law with particular regard to the needs of the information society.

Contact:

E-Commerce Act:
Department of Public Enterprise
Kildare Street, Dublin 2
Telephone: (00 353 1) 670 7444
Fax: (00 353 1) 670 9633
Email: webmaster@tec.irlgov.ie
http://www.irlgov.ie/tec/communications/act27-00.pdf

Copyright Act:
Department of Enterprise, Trade & Employment
Kildare Street, Dublin 2
Telephone: (00 353 1) 631 2121
Fax: (00 353 1) 676 2654
Email: webmaster@entemp.irlgov.ie

Research/Study Papers

The latest papers/reports issued by the Committee for Public Management Research (CPMR) on topics relevant to current public management developments and issues in the Irish Public Service are:

- The Role of Strategy Statements (Research Report 2).
- Flexible Working in the Public Service (Research Report 3).
- Performance Measurement in the Health Sector (Discussion Paper 14).
• From Personnel Management to HRM (Discussion Paper 16).

Contact:
Mr. Pat Hickson
CMOD, Department of Finance, Lansdowne House, Dublin 4.
Telephone: (00 353 1) 604 5003 Fax: (00 353 1) 668 2182
Email: pat_hickson@cmod.finance.irlgov.ie
Papers are available on the CPMR web site at: http://www.irlgov.ie/cpmr
New developments

The regulatory reform in Italy

A specific policy on regulatory quality (following OECD guidelines) has been launched with laws n. 59 of 1997 and 50 of 1999, establishing in particular:

1) A central “Regulatory Simplification Unit”: a task force of experts in the Prime Minister’s Office, exclusively monitoring “regulatory quality”.

The Regulatory Simplification Unit (“Nucleo per la semplificazione delle norme e delle procedure”), set by art. 3, l. 50/99 and working since October 1999, is an ad hoc body, committed specifically to the regulatory quality.

This Unit copes with legislation quality and, in particular: i) deals with simplification of administrative procedures (to cut the red tape) and legislation; ii) manages the drafting of consolidated texts of regulation; iii) backs Ministries in assessing the impact of new legislation on the legal system, monitoring regulatory quality, coherence and plain language; iv) starts off Regulatory Impact Analysis, giving its technical support to all the legislative office involved.

It is composed of 25 experts, chosen among specialists not only on legal matters, but also on drafting, economic analysis, policy analysis, cost-benefit analysis, regulatory impact analysis, organisation, European law, comparative public law and linguistics.

2) Consultation: it has been enhanced with the setting up of the “Osservatorio per la semplificazione”: a consultative body with representatives of Ministries, Regions, Local Authorities and social parties.

Currently, under the provision of art. 1, par. 2, law n. 50 of 1999, a discretionary and prior consultation procedure is to happen before the “Osservatorio sulle semplificazioni”, regarding specifically those governmental regulations aimed at simplification purposes.

The Osservatorio, instituted by a Prime Minister Decree of April 1999, is composed by: i) one delegate for each Ministry, ii) 34 representatives of “Social Parties” and by iii) 10 representatives of Regions and Local Authorities. The Prime Minister Office is in charge of co-ordinating everything: in the actual Government this power -- together with the political functions regarding the responsibility of the “Nucleo” -- is delegated by the Prime Minister to the Minister for Public Administration.

The “Osservatorio”, in deep connection with the “Nucleo”, can proceed to interested parts consultation, in view of simplification projects of regulation. It also consults with organisations representing problems arisen in complying with any regulation, such as Unions, national recognised environment protection and
consumer protection organizations or similar, local government authorities. The “Osservatorio” reports every year on its activity.

Mainly, there are four consulting patterns:

1. Plenary sessions, chaired by the Minister delegated by the Prime Minister.

2. Ad hoc working groups on specific matters (where all the members of the Osservatorio are invited) and a standing one composed only by delegates of social Parties and local governments, without any Government representative.

3. Periodical meetings on general aspects of regulatory and simplification processes.

4. Acquisition of proposal and advice on regulatory drafts.

3) Regulatory impact analysis: article 5 of the Law n. 50 of 1999 created mandatory reports on legal drafting (“Analisi tecnico-normativa” - ATN) and on the regulatory impacts of new measures prepared by the government (“Analisi dell’impatto della regolazione” - AIR), to measure the costs of new regulations on the public sector and business.

AIR is required for all government’s drafts to be discussed and approved in the Council of Ministers, as well as subordinated regulations. More precisely, any new draft proposed by central administrations (bills, regulations, circular letters and technical rules that are contained in non-regulatory instruments) should contain both impact and a technical-normative analysis (AIR and ATN).

AIR is conceived to be a step-by-step analysis, and not as an ex post justification of the new regulation.

Thus, the Italian AIR system consists in a two-step approach, where a “preliminary” AIR focusing mainly on justification and alternatives (including the “null option”) is prepared before the text is written. Once the administration has chosen the proper form of intervention among alternatives, on the basis of the “preliminary” AIR, the drafting phase starts.

After the preliminary assessment, a full fledged AIR has to accompany the final draft when submitted to the Council of Ministers, or before adoption in case of subordinated regulation that are not reviewed by the Council. The procedure does not include time limits for either party Regulatory Impact Analysis.

A Prime Minister Decree of March 2000 indicates a period of experiment (one year) for introducing AIR within administrations and testing the methodologies adopted in performing the analysis.

For developing AIR procedures and assisting the different Ministries (regulating units/departments) in carrying out the impact analysis, the Department of Public Administration set up a pilot project, whose aim is to provide practical tools and assistance. The project’s activities are conducted in cooperation with the Regulatory Simplification Unit and in consultation with major business and citizens organisations.

The following activities are currently being carried out:

- The preparation of a practical Guide with the illustration of AIR methodologies, also based on the most relevant international experiences.

- The dissemination of the AIR methodologies through the experimental use of the Guide by different Ministries, assisted by an ad hoc team.
A training programme for the personnel involved in the use of AIR in Ministries.

Contact:

Regulatory Simplification Unit
e-mail: l.carbone@palazzochigi.it
g.tiberi@palazzochigi.it
tel. +39 06 58324280

Progetto Analisi dell’ Impatto della Regolamentazione
e-mail: impattoregolazione@funzionepubblica.it
web site: http://www.funpub.it/air

New developments

E-procurement

Within the framework of the Action plan for e-government, the Italian Government is currently developing an E-procurement business model, with the mission to rationalize public spending through three main drivers:

• Create a "best value" environment in which the public sector can purchase, being confident of the savings and the quality of goods and services.

• Simplify purchasing procedures and processes.

• Maintain the autonomy of the public administration during the purchasing process.

The e-procurement model will increase transparency, effectiveness and efficiency in the purchases of the public sector.

A few months ago the Ministry of Treasury began a project with the objective of setting up a procurement service organization for the Public Administration. The first categories of goods and services to be purchased using e-procurement models will be copier machines, personal computers, printers, office supplies, telecom services and it is expected to be extended rapidly to many other categories of the common spending.

Government procurement service organization

The Italian e-procurement business model (see Fig. 1) is based on a dedicated company/organization within CONSIP Spa., completely owned by the Ministry of Treasury and accountable for the public sector purchase of goods and services.

The government procurement service will be also the “trait d’union” between buyers and suppliers and it will reduce the distance between the New Economy and the Italian society.
At an operating level the government procurement service will use state-of-the-art e-purchasing models (electronic catalogues, reverse auctions, market place) as well as standard framework agreements for certain types of categories of goods and services. Each authorized government user will be allowed to buy goods and services directly from the supplier/s supported by an e-procurement environment (see Fig 2).

E-procurement in the public sector and the use of Internet by the public administration will guarantee a move towards a diverse way of conceiving the relationship between the Government and the consumers. From a one-way transaction to an interactive relationship – this will be the essential step that the Italian Government is trying to take in order to increase Internet capabilities among society, and reduce the "digital divide" while decreasing public spending.

**Achievements and savings**

The project is currently focused on the common expenditure categories for the Public Sector, covering about $2,500 million with forecasted savings of $400 million on an annual basis. A few months after the start-up, the project has already generated savings of more than $100 million. Telecom services and office
equipments can be purchased with a saving of about 50%. The Public Sector can procure goods directly from the internet, and ordering from the electronic catalogue available in the Public Sector Web site.

Contact:

Ministry of Treasury
General Administration, Personnel and Treasury Services Department
Dr. Luigi Fiorentino
Tel. 39- 06-47613310
web site: www.acquisti.tesoro.it (available in Italian only)

Promising practices

Management control: best practices

“Management Control: best practices” is a project promoted by the Department of Public Administration which aims to provide support for management control systems in public administration so as to facilitate the smooth implementation of the legal provisions on internal monitoring. These provisions have been recently introduced as part of the comprehensive programme for the reform of public administration in Italy. This project will uphold and maintain an ongoing process of innovation within the sphere of internal monitoring and particularly as regards management control (MC).

It will provide public administrations with immediately useful working tools. A collection of relevant best practices for setting up and operating an MC system will be identified, analysed and publicized. The project is based on the strong participation of interested administrations in order to create an exchange of experiences among public administrations.

The project will make it possible to transfer the philosophy and techniques underlying MC, thus facilitating the practical implementation of the recent reform process. The effective use of working MC mechanisms in public administrations will be encouraged by means of a transmission of positive experiences among involved personnel. In order to guarantee the project’s greatest possible effectiveness the participation in the project has been restricted to municipal administrations and ministries.

The project, started in March 2000 with the duration of 18 months. At present time 270 Municipalities and Provinces and 18 Ministries participate in the project.

The project’s outputs include:

- A check-up of the condition of the management control systems presently implemented in the participating administrations.

- The publication of a support Handbook containing useful guidelines on how to facilitate and maintain the installation and fine-tuning of a management control system.

- The creation of a Management Control Know-How Data Bank in the Department of Public Administration.

- The formation of a working group composed of representatives from public administrations and external experts.
• The creation of a **network** among professionals which will act as a means for spreading the management control practices of members by fostering an ongoing exchange of experiences.

• The organisation of temporary **personnel exchanges** among the administrations participating in the network and others.

• The appointment of **tutors** available to assist public administrations interested in improving their management control systems.

• The organisation of **seminars and conferences**, some of which take place on-line.

**Contact:**
Controllo di gestione: best practice
e-mail: controllodigestione@funzionepubblica.it
web site: www.controllodigestione.org
A. New Developments

Central Government Reform

Based on the "Basic Law" on the central government reform enacted in June 1998, the Headquarters for the Administrative Reform of the Central Government, headed by the Prime Minister, was established in the Cabinet. In April 1999, the Headquarters drafted seventeen bills, which were passed by the Diet in July, mainly to provide a legal foundation for the new Cabinet Office (Naikaku-fu) and twelve Ministries (currently one Office and twenty-two Ministries) and a new system of Independent Administrative Institutions (IAIs, semi-governmental entities organizationally separated from the government). Besides that, they also decided in April 1999 on the “Plans to Expedite the Administrative Reform of the Central Government” to set directions on matters, including the streamlining of the Administrative Organs. Furthermore, sixty-one laws drafted by the Headquarters were enacted in December mainly to establish fifty-nine IAIs, as well as to adjust the existing laws to the new regime and set the date of the transition into the new regime on 6 January 2001. The legislative framework has been further consolidated this year by enacting the necessary Cabinet orders and ordinances.

Information Disclosure

The Administrative Reform Committee, a consultative body for the Prime Minister, submitted a report “Opinion Regarding Establishment of Legislation for Information Disclosures” to the Prime Minister in December 1996. In accordance with this Opinion, the “Law Concerning Access to Information Held by Administrative Organs” was promulgated on 14 May 1999. A Cabinet Order, adopted at the Cabinet Meeting on 10 February 2000, determined the matters necessary for its implementation.

For public corporations, the Investigation Committee on Access to Information Held by Public Corporations, which was established under the Administrative Reform Promotion Headquarters, submitted a report “Opinion Regarding Establishment of System for Information Disclosure Held by Public Corporations”, to the Prime Minister in July 2000. The Government is going to draft a bill in accordance with this Opinion and submit it to the Diet during the next ordinary session.

Regulatory Reform

In April 1999, the Government reorganized and reinforced the Deregulation Committee and changed its name to the Regulatory Reform Committee. Due to these measures, regulatory reform has been brought to the fore of the Government’s reform agenda. The Committee produced the “Second Report on Regulatory Reform” in December 1999. The “Three-Year Programme for Promotion of Deregulation as Revised” was further revised in March 2000, incorporating all the recommendations of the Committee’s Second Report, and considering both domestic and international suggestions and requests.
Total Staff Number Management

The amendment of the “Total Staff Number Law of Administrative Organs” was promulgated on 19 May 2000. It revises the framework of fixed numbers in accordance with the Central Government re-organization. This Law will come into force on 6 January 2001, when the Central Government reorganization is completed. On 18 July 2000, the Cabinet decided on a revised staff number reduction programme, announcing at least 10% as the target of annual reductions in 10 years. This programme sets out reduction of each ministry within 5 years, and states that the government has to make a good effort to reduce 25% of the total number within 10 years.

Ethics Law

The National Public Service Ethics Law was passed by the Diet on 9 August 1999 and promulgated on 13 August. The Law was entirely effective on 1 April 2000. The Law's contents are as follows:

- Obligation on senior officials to report gifts, favours, etc. of a value beyond 5000 yen, received from enterprises or organizations (not from individuals).
- Obligation on very senior officials to disclose their stock exchange assets and income.
- Establishment of a National Public Service Ethics Board within the National Personnel Authority (NPA) responsible for matters concerning maintaining ethics related to office, for example training, review of above-mentioned reports, investigation and punishment of unethical conduct, as well as submitting its recommendations to the Cabinet on the National Public Service Officials Ethics Code. The Cabinet, with the consent of the Diet, appointed the President and Members of the National Public Service Ethics Board on 3 December 1999
- Prohibition or restriction of some kinds of conduct, by applying the National Public Service Officials Ethics Code, established as a government order.

Personnel Exchange

The Law concerning “Personnel Exchange between the National Government and Private Enterprises” came into force on 21 March 2000. The new system aims to enhance personnel exchanges with due process, to train national public employees in order to deal with their tasks more flexibly and adequately, and to introduce efficient business management methods used in private enterprises into the national government.

The outline of this system is as follows:

- Send national public employees to private enterprises in order to have them work as employees in private enterprises under employment contracts (within three years, in principle).
- Receive private enterprise employees in order to have them work as national public employees in ministries/agencies on the assumption that they will return to their original organizations (within three years, in principle).
Promising practices

Public Comment Procedure

The “Public Comment Procedure for Formulating, Amending or Repealing a Regulation” was decided by the Cabinet on 23 March, 1999. Through this procedure, administrative organs shall, first of all, make public all proposed regulation, and consider comments and information submitted by the public before formulating, amending or repealing a regulation.

Decentralisation


The Policy Evaluation System

As a part of the Central Government Reform, the Government will introduce a government-wide policy evaluation system in January 2001 to realise effective, efficient and people-oriented public service. The Government is currently drafting the Guidelines for Policy Evaluation to assure appropriate implementation of evaluations by individual ministries. The Guidelines will include objectives, criteria of policy evaluations and three standard evaluation formulas: project evaluation, performance evaluation and comprehensive evaluation. Furthermore, the Government is planning to enact relevant legislation of the policy evaluation system in order to enhance the effectiveness and trustworthiness of the system.

Fixed Term Recruitment System

On 27 April 1999, the Headquarters of the Administrative Reform of the Central Government, consisting of all members of the Cabinet, planned to introduce, by January 2001, a new system for recruitment with a limited term of office. It is currently under preparation. It is expected that, with the new system, the Cabinet Secretariat and each Ministry will be able to employ people, such as experts in specific areas from outside the executive branch of Government, and to provide these employees with an appropriate salary and working conditions. This system will be enacted on the basis of opinions by the National Personnel Authority.

Re-employment of Aged Personnel

In view of the steady ageing of the population and the scheduled reform of public pension schemes, of which an important part is to raise the entitlement age for full pension payment up to 65 years, the National Personnel Authority made a recommendation to the Diet and Cabinet in May 1998 with regard to the revision of the National Public Service Law (NPSL).

According to this recommendation, the NPSL was revised in July 1999 to introduce the system of the re-employment of officials in their early sixties as from 1 April 2001. In the revised Law, capable retired
government employees who desire to continue to be employed after the fixed retirement age (the current fixed retirement age of 60 is sustained) may be re-employed until they are 65. The new re-employment system provides them with full-time or part-time (16 to 32 hours per week) work. The remuneration for these employees is determined based on a recommendation by the National Personnel Authority.

Measures taken to Promote Leadership in the Civil Service

The management of public service has become significantly difficult and complicated recently with the arrival of the age of globalization, the rapid progress of Information Technology and the diversification of people's sense of values. In order for the central government to reply to people’s expectations under these circumstances, top executives are required to upgrade their professional skills and their capacity as a policy planner and coordinator, to cultivate an appropriate sense of balance and to improve their competence as a leader of the organization and as a manager of social changes.

In this context, the National Personnel Authority (NPA) introduced a new training course (lectures and round-table discussions) for top executives (non-political appointees) in ministries and agencies in 1999. This course was launched to enable them to respond effectively to the rapidly changing social and economic environment which affected administrative management and governance. It provides them with an opportunity to rediscover their role as senior executive, and to strengthen their work ethics, thereby promoting public confidence in government.

The NPA is further studying other measures which can be taken in the field of personnel management, for example, recruitment, promotion and training.
Quality assurance system in the Civil Service Unit

The Civil Service Unit (USC) is an office within the Ministry of Finance empowered to regulate the federal civil service, to plan and keep control of the budget for human resources and to authorize structural changes within ministries and agencies in the federal government.

The process to construct the steps towards the establishment of a Federal Civil Service had to overcome several difficulties that put in trial the capacity of the USC to lead the change. Modifying the prevailing organizational culture in the federal public administration implied a complex leadership strategy, that required in the first place to change the USC’s own organizational culture, in order to be able to credibly lead the human resources reform process.

The basic step towards USC’s internal re-organization was accomplished when the senior management decided to implement a quality assurance system (QS), which has helped to develop a new service culture within USC’s organization, where satisfying clients’ needs and expectations have become the main objective.

The USC not only had to define its mission and vision, but also quality polices and the basic performance principles. This led to the creation of the Directive Committee on Quality (DCQ) in which USC’s senior public servants participated. (i.e. the Head of the USC, along with the Assistant Director Generals).

The next step was to create consciousness in USC’s personnel regarding the mission, vision and the importance of improving the quality of the services provided. In order to achieve this task, the Head of the USC had to meet with all the Unit’s personnel (340 people) and explain the system's purpose and persuade public servants to assume an active role in reaching this ambitious goal.

To be able to implement the policy decisions defined by the DCQ and have a permanent link with the USC’s operating areas, an Executive Committee on Quality (ECQ) was established with the participation of middle public servants (i.e. Directors). The ECQ’s main function is to design the program for the implementation of the quality policies defined by the DCQ. After the approval of the program by the DCQ, the ECQ is in charge of implementing it, with the help of specific working groups conformed by all the public servants that intervene in the process being reviewed, regardless the hierarchical level. The working groups are the cells of the quality structure, through them, the DCQ receives feedback on the feasibility of the policies defined and they have been the best way of addressing people’s desires and expectations towards their work. Finally, the implementation of the QS required the Assistant General Directors (second level managers) to appoint some public servants as ISO change agents, whose task is to facilitate, monitor and make recommendations on the performance of the QS.

At the same time, public servants in every level of the organization had to learn to do teamwork and participate in putting in writing the operative procedures, and to review them in order to deregulate and cut red tape. As a result of the procedures review, requirements for service provision were clearly defined and deregulated, thus allowing to set a controlled response time for each process. Service guides were issued,
in order to facilitate to ministries and agencies the understanding of requirements needed to obtain authorization.

By 1999, it was clear that the QS was working properly so the DCQ decided to register all the processes and services being delivered under the quality assurance standards of the International Organization for Standardization (ISO).

To make this more challenging (and promising for the federal public administration as a whole), the ISO 9001 standard was chosen. This is the most difficult standard to conform with, because it covers the whole process of production of goods and services, going from their design to their delivery. In July 1999, the USC got its QS registered by the Quality Management Institute of Canada, which is the leading registration organization in North America and also chairs the IQNet, a network of 28 registration organizations of different countries.

With the available information, at that moment the USC was the only federal government office in the world that had a full certification of all its services and processes under the ISO 9001 standard. This achievement is specially meritorious because the USC certified 14 general services and 171 operative procedures.

It is important to point out that the USC developed and implemented the QS using only its own resources, i.e., no external advisory was used. At present, the USC is working on a "Simplified Guide on Quality Assurance Systems Implementation in Public Sector Organizations". This document is intended to help ministries and agencies to implement QS, in order to create a spill over effect in the Federal Public Administration as whole. For instance, during last September, the Undersecretary of Planning, an office within the Ministry for Environment, Natural Resources and Fishing, audited and certified 15 processes under the ISO 9002 criteria with USC’s advice.

Therefore, the USC’s achievement stands as an example and offers guidance to other offices and agencies within the Federal Public Administration towards the implementation of QS as way to improve governments responsiveness to people.

Contact:
A promising practice in the Federal Public Administration in Mexico
Ministry of Finance and Public Credit, Civil Service Unit
Mexico City, October, 2000
New developments

Program for innovation of the public sector in Norway

Background

In the Government’s inaugural address to the Storting on 22 March this year, the Prime Minister launched a Government initiative to revitalise the public sector. The Government argued that the public sector must be strengthened to safeguard social welfare in the long run. To fulfil this a Program for Innovation in the Public Sector was officially launched by the Minister of Labour and Government Administration on 11 October 2000. To co-ordinate the work a Public Sector Innovation Unit has been established in the Ministry of Labour and Government Administration.

The superior aim of the program

To renew, readjust and increase the efficiency of the public administration in order to make it more adaptable to the needs of the inhabitants and to economical considerations.

The three targets goals are:

- Organisation and service delivery should be based on user needs.
- Resources must be transferred from administration to service production, and from sectors with decreasing needs to sectors where the needs are increasing.
- Effective use of resources and more latitude at all levels.

Ten measures

In order to reach the aim of the program, all administrative bodies and sectors shall contribute, face the challenge and achieve results. At this stage ten measures are set out in the program:

1. “24/7- government” (24 hours a day, 7 days a week) where electronic service delivery is an important issue, and more effective use of IT in general.
2. A “one-stop shop” will be established in all municipalities.
3. Simplification of regulations as a general aim.
4. Co-ordination of measures to moderate the growth in the need for disability pensions and the total number of days of absence caused by illness.

5. Improve the division of functions and responsibilities between the administrative levels.

6. Less detailed national regulations towards the municipalities.

7. Organisational merging of the controlling authorities.

8. Better use of resources in schools.

9. Increase equality in access and better use of resources in the hospitals.

10. Co-operation and dialogue with both the public and the employees.

Contact:
Lisa Bang, lisa.bang@aad.dep.no

High speed internet connections to the public

An interministerial task force published in the early spring a report advising the government on the need for a national effort to support the development of high-speed digital networks in Norway (i.e. networks providing transfer capacities of 2 Mbit/s and above). The report concludes that the national government should stimulate further the dynamics in the market place by promoting competition among the market actors, while the government as users should focus on developing new application and service areas which in turn would stimulate demand to be met by the commercial actors. Only in special cases where the market itself fails to establish sufficient, high-quality network offerings (i.e. certain rural areas), will the government consider investing in infrastructure to provide proper services to the public.

The political ambition is now to require high capacity networking for multimedia applications to be made accessible for citizens at affordable prices over the whole country by 2004. In particular all elementary schools and high schools, all public libraries, hospitals, and local community administrations should be offered access to the high capacity network by the turn of 2002.

Contact:
Senior adviser Rolf Borgerud, rolf.borgerud@aad.dep.no
Further information is available on the web http://www.dep.no/nhd/norsk/publ/handlingsplaner/

Norway action plan

The government has published the eNorway action plan founded on three main principles:

• The government will contribute so that everyone may access the new technology.

• The government will increase the population’s knowledge about the use of ICT as an enabling tool.

• The government will implement laws and regulations which are suitable to increase people’s confidence in the technology, thereby supporting the proliferation of new services on the Internet.
The action plan (http://enorge.dep.no) comprises five action lines related to:

- **Individuals, culture and the environment** laying the foundation of an information and knowledge society for everyone.
- **Life-long learning** investing in education and research so that Norway may strengthen its position in the global information and knowledge society.
- **Industry** by increasing our commitment to innovation, upgrading skills and R&D in order to ensure the competitive ability of industry.
- **The workforce** ensuring equal opportunities for work in the knowledge economy and providing reskilling and training opportunities matching the new requirements.
- **The public sector** providing for cost-effective services around the clock that are adaptable to individual user requirements and well integrated regardless of policy sectors or administrative levels.

Within the public sector, three broad areas are focused for ICT support as well as providing for up to date regulatory measures and organisational changes:

- **The public administrative systems** making public services available over the Internet 24 hours a day observing the traditional principles of protection of personal data, equal treatment and sound documentary procedures.
- **The health sector** by further developing the regional health networks and linking them into a national health network that can provide the basis for necessary restructuring in order for the users to reap the benefits of new technology and modern medicine.
- **The transport sector** providing for new transport telematics enabling more efficient systems and traffic management for the transport of people and goods.

Further information is available on the web http://enorge.dep.no/ or by contacting Senior adviser Rolf Borgerud, rolf.borgerud@aad.dep.no

**Committee established by the government to analyse the possibilities of using competition in the public sector -- main conclusions**

The Committee’s task was to map international and national experiences on the use of competition in the public sector. The Committee’s task was not to outline a new policy in the field. The Committee had the following main conclusions:

- The Committee has no basis for pointing out specific public sectors in which competing measures ought to be implemented. The Committee however recommends an increase in the use of competition in the public sector, compared with the level to day. The initiatives should come from the sector authorities and from the municipalities themselves.
- The Committee stresses the need for increased clarity concerning legal rights for employees when turning from public to private ownership.
• The Committee recommends preparation of a guide based on experiences in Norway and other countries concerning how to succeed in changing to competition (contracting out, vouchers, benchmarking etc.).

• The Committee stresses the importance of effective competing markets. In a small country like Norway, with a few numbers of suppliers, this is a particularly important question. How to develop effective markets, could be a task for the Government.

• The Committee stresses the need for more information on how to achieve public objectives in deregulated sectors.

Contact:
Senior adviser Stein Grøtting, stein.grotting@aad.dep.no

Promising Practices

The information portal norge.no

Cross-government co-ordination efforts have led to the launching of a common portal for accessing information about the entire public sector (http://norge.no). Through this new portal it is possible to navigate through all levels of the Norwegian public sector, following up the policy making at the ministry level as well as the plans, geographical information and regulatory information and procedures managed by the regional and local authorities. The portal provides expansion room for every community to present itself with reference information and services in an innovative manner. In order for a public entity to be linked up to norge.no, certain minimum requirements for publishing information have to be fulfilled.

Since launching the portal in January as many as 230 of the total 435 municipalities fulfills the minimum requirements for publishing. The portal already handles more than 30,000 hits per day.
E-Government

The main drivers for e-government in New Zealand are the same as they are throughout the world:

- Improved service delivery -- better, cheaper, faster, friendlier, more accessible, more customised.
- Improving relationships with citizens.
- Better performance by government organisations through a more “joined-up” government system.

Following the change of government in November 1999, the State Services Commission, working with a group of departmental chief executives, led the development of a new e-government vision for New Zealand. The vision is:

*New Zealanders will be able to gain access to government information and services, and participate in our democracy, using the Internet, telephones and other technologies as they emerge.*

At the same time, the E-government Unit of the State Services Commission was established to drive and co-ordinate work on e-government. The Unit provides leadership and co-ordination of the e-government programme. The Unit’s work programme for the coming year was drawn up in consultation with other government departments. The projects that comprise the programme fall into three broad categories:

- Developing the basic infrastructure needed for information-age government (e.g. common data policies and standards).
- Connecting government, and connecting government with citizens and business (e.g. closing the digital divide).
- Improving government’s efficiency (e.g. electronic procurement).

The Unit uses the e-government page of the State Services Commission's web site as a primary means of communicating details of the e-government programme with the public. The address is [http://www.ssc.govt.nz/documents.egovt.htm](http://www.ssc.govt.nz/documents.egovt.htm).

Other material that may be of interest to PUMA delegates includes:

- [http://www.ssc.govt.nz/documents/sscer_egovt_pres_june2000.htm](http://www.ssc.govt.nz/documents/sscer_egovt_pres_june2000.htm) - a presentation to Public Service chief executives by the State Services Commissioner covering such questions as how e-government will operate and where the e-government initiative comes from. And
Over the coming year the major tasks in e-government include the introduction of an Electronic Transactions Bill into the House of Representatives, consultation on data management and information systems, policies and standards, placing 40% of government forms online and enhancing the New Zealand Government Online (NZGO) portal.

Contact:

Brendan Boyle
Manager, E-Government Unit
State Services Commission
brendan.boyle@ssc.govt.nz or e-government@ssc.govt.nz

Statement of Government Expectations

One of the Government’s goals is to help rebuild the public’s confidence in Government. A major step towards this goal is the Government making a statement of the values and expectations of behaviour by State servants. To help the Government with the statement of expectations, the Government is establishing a Standards Board. The Board will advise on the content of the Government’s expectations as they apply to all state sector organisations. The Board will also report annually on the ethos of the wider state sector.

The Standards Board is due to meet for the first time in late 2000. The Government’s expectations will go to Cabinet for endorsement in early 2001. These expectations will be aspirational, and will not focus on operational policies that are the responsibility of chief executives of departments and boards of Crown entities and State Owned Enterprises.

Background to the Statement of Government Expectations

Early in 2000, the New Zealand Government announced a Ministerial review of a government department. In the report the reviewer raised some public service-wide matters. One matter was that an ingredient for the active and visible management of an ethical, public serving administration is the clear articulation of values by the government of the day. The reviewer emphasised that the government of the day should articulate these values in accordance with the law, conventions and ethics, at the same time emphasising its preferred ways of operating.

In the Government’s response to the report and to this matter in particular, the Minister of State Services announced that the Government would convey its statement of values by setting out its expectations for standards of behaviour by State servants.

What the Standards Board is not

The Board will work in parallel with the State Services Commissioner. The Board’s advice to the Minister of State Services will not affect the independence or functions of the State Services Commissioner. The

Standards Board is not an ethics board. It will not investigate allegations of corruption or conflicts of interest; nor will it have other investigatory powers, or powers to sanction inappropriate behaviour. Neither the Standards Board nor its advice will affect:

- The **statutory independence** of the State Services Commissioner in relation to decisions about chief executives, the minimum standards of integrity and conduct, the Public Service Code of Conduct, and investigations in the Public Service under the State Sector Act. The State Services Commissioner will ensure consistency between the Public Service Code of Conduct and the Government’s expectations.

- The **State Services Commissioner’s review** of the performance of Public Service departments and their chief executives.

- **Existing legislation** applying to state sector organisations.

- The **political neutrality** of employees of Public Service departments. And

- The **ethical obligations** on those working for state sector organisations as articulated in the Public Service Code of Conduct or elsewhere.

**Contact:**

Dr Alan Barker  
Manager  
State Services Commission  
alan.barker@ssc.govt.nz

**Crown Entities Reform – Development of a Crown Entities Bill**

New Zealand’s proposed Crown Entities Bill is the biggest legislative change in public management in eight years. More than 70 non-departmental bodies (Crown entities in New Zealand’s public management language) are to be given clearer governance and accountability arrangements.

The overall Crown Entity reform package, including the guidance that was discussed in the factsheet last year, has been identified as one of the key initiatives designed to support the new Government’s goal of improving trust in government organisations.

Crown entities form a large part of New Zealand’s state sector and have a wide range of regulatory, quasi-judicial, service delivery and commercial functions. Currently they are defined only by their inclusion in the Fourth Schedule of the Public Finance Act 1989. They are a range of organisational forms, including corporations sole, statutory corporations and companies. Boards of directors head most Crown entities. Like other jurisdictions, New Zealand lacks a general regime that clarifies the roles and responsibilities of boards, Ministers, departments and Parliament and applies consistently across a range of statutory bodies.

Because Crown entities are creatures of statute, with all their governance and accountability arrangements based in legislation, legislative change is necessary to address the remaining problems. These problems include:

- The governance provisions in enabling statutes and the Public Finance Act are inadequate – for example inconsistent provisions on board appointment and dismissal.

- The lack of a comprehensive and coherent accountability regime. And
The lack of a clear legal mandate for the State Services Commissioner to act in the wider state sector -- the Commissioner only has powers for the Public Service but is expected to support the Minister of State Services who has overall responsibility for Crown entity governance.

A Crown Entities Bill will be introduced into the House of Representatives to provide Ministers with solutions to these problems and to improve the governance and accountability framework. The Bill allocates all Crown entities into four classes. Each class’s governance and accountability arrangements reflect the appropriate relationship between the Responsible Minister and the Crown entity.

The biggest difficulty officials faced when developing the Crown Entities Bill was overcoming two interrelated tensions:

- Government direction and the autonomy of the Crown entity boards. And
- Recognising genuine diversity within the reformed regime without allowing the routine flouting of the regime by those pleading special cases.

Officials from the State Services Commission, the Treasury, the Department of the Prime Minister and Cabinet and the Ministry of Justice have been working together to draft the Crown Entities Bill and work through the policy issues that have arisen during the process. A comprehensive consultation process involving departments, and more particularly the Crown entities affected by the legislation, has been underway since the announcement of the Bill by the Associate Minister of State Services in August of this year. After consultation is complete, the draft Bill is expected to be enacted by November 2001.

The background papers officials used for consultation are available on the State Services Commission’s website, supplemented by companion papers on the Treasury’s website. The addresses are:


Contact:

Derek Gill
Branch Manager
State Services Commission
derek.gill@ssc.govt.nz
**New developments**

**Dealing with the problems of barriers in the labour market in the public sector**

In the Netherlands, in a situation of a steadily growing economy, with its pressure on the labour market, the public sector has difficulty in attracting and keeping enough qualified people. Because of this situation, a working group has been set up whose task is to describe dealing with the problems of barriers in the labour market in the public sector.

The task of the working group can be divided into 5 parts:

1. To describe the actual state of the labour market of the public sector: where possible the actual state will be explained in a historical perspective.

2. To explore the expected problems of the forthcoming 6 years: the demand and supply of personnel will be estimated in different scenarios (with different assumptions on demographic developments, developments in the private sector, policy measures, etc.).

3. To describe ‘classical solutions’: solutions with regard to the recruitment and the retaining of personnel. The outcome of these solutions will be compared with the estimates of the problems foreseen in the future, to see if classical solutions would be sufficient. If not, ‘innovative solutions’ will be necessary.

4. To describe ‘innovative solutions’: for instance proposals for the organization of government, including ICT-solutions, and so on.

5. To formulate conclusions and recommendations: on the basis of the analyses of the aforementioned steps, conclusions and recommendations will be formulated.

The working group is chaired by the Director-General for Management and Personnel Policy of the Ministry of the Interior and Kingdom Relations, Mr. M.J. van Rijn, and consists of members of several Dutch ministries, representatives of the different public sub-sectors and several experts. There will be informal consultations with representatives of the organizations of personnel in the public sector. The results of this working group will be expected in early 2001.

**Contact:**

Martin van Rijn  
Director General for Management and Personnel Policy  
Ministry of the Interior and Kingdom Relations  
E-mail: martin.rijn@minbzk.nl
Branches of Government Administration Act

The Act on branches of government administration has been in force in Poland since September 1999. It constitutes the next step in ordering the work of the government centre. Up to now, the system of creating the office of the minister in Poland consisted each time of passing an adequate act by the Parliament. In practice, the legislative power determined the shape of the government centre and so the executive power as well. The new act defines the list of 32 administration branches subordinate to the government, accompanied by the description of issues belonging to each branch. All the Acts in existence up to now establishing offices of particular ministers were repeated when the Act on Administration came into force. Particular ministers are responsible for their branches determined in the act. Simultaneously, possibilities of a more flexible shaping of the organisational structure of offices servicing the members of the Cabinet have been created, because the Prime Minister assigns scopes of responsibilities to government members and decides which offices and units are subordinate to the competencies of the minister. On the other hand, realisation of the Act requires the structural analysis of ministries and a clear division of competencies both between ministers, as well as inside particular offices -- between technical departments. Up-to-now ministry employees dealt both in serving the minister, as well as administering different fields of public issues. Presently, the ministry personnel should work only for the benefit of the minister, and central offices take over the executive administration. Many central offices administering different fields composing the scope of one branch can be subordinated to one minister. But considering the all-national weight, some administration decisions cannot be decentralised. That is why 12 central offices are directly subordinated to the Prime Minister. On one hand, those are offices serving the Prime Minister in executing superiority over administration such as the Office of Civil Service or the Office of Public Procurement, and on the other, offices supervising important fields concerning the functioning of the state and economy, such as the Office of State Protection, the Main Statistical Office, the Commission of Securities and the Stock Exchange, the Office of Competition and Consumer Protection, and others.

Government Legislation Centre

The Government Legislation Centre has also been established for better organisation and co-ordination of the government’s legislation works -- it started its activities in January 2000. The president of the Centre appointed by the Prime Minister manages the activities of the unit. Among other things, the following are the most important tasks of the Centre:

- Preparing positions for government projects of legal acts.
- Co-ordination of the course of inter-government department settlements.
- Legislative preparation of government projects concerning legal acts.
- Wording the Official Journal and the Polish Monitor (Government regulations and laws gazette).
• Co-operation with the Committee of European Integration in harmonising Polish law with the community law.

• Co-operation with the Legislation Council at the Prime Minister in stating opinions about projects of acts within the consistency with the Constitution and other valid legal acts.

• Controlling issuance of secondary legislation to acts by administration organs.

Chief Public Administration Office

Establishing the Chief Public Administration Office, on the basis of the Act on branches of government administration, shall be the next phase of ordering the structure of the government centre planned at the beginning of 2001. Presently, advanced works on the act on establishing the Office are taking place in the Parliament. It shall become the third institution (apart from the Office of Civil Service and the Office of Public Procurement) focusing on assurance of proper and effective functioning of central, regional and local public administration offices. The president of the new office shall propose changes of the structure, simplification of procedures and improvement of organisation in administration. Co-ordination of supervision over accepting and examining the citizens’ complaints and proposals, as well as preparing the system of collecting and making exchange of official information easier shall also be one of the significant tasks. Preparation of standards on computerisation of the officer’s work for all offices in Poland and care for informatics uniformity of modern administration are also included. Ministers taking decisions concerning organisation, seats and territorial range of units subordinated to them shall be obliged to obtain opinions and approval on the part of the President of the Chief Public Administration Office. The state’s protection services and units with seats outside Poland are an exception from that rule. The office shall issue a Bulletin of Public Administration.

Contact:

The Office of Civil Service
International Co-operation Section
Mr. Witold Krajewski, Head of Section
Al. J. Szucha 2/4, 00-582 Warszawa
e-mail: wkraj@taranis.usc.gov.pl
phone: +(48.22).694-6665
fax: +(48.22).694-6636
PORTUGAL

New developments

Electronic Commerce Main Tendencies

Reflecting the concern of the Green Paper for Information Society in Portugal about this matter, electronic commerce has received a high level of government attention.

The strategic goals are the development of a culture which features organisation and communication, tends to reduce bureaucracy, promotes the approach between citizen and Administration and continues with the innovation of working methods and procedures.

Taking for granted that the demand for knowledge and information has speeded up in today’s world, according to the Green paper for Information Society in Portugal, globalisation and Information Society correspond to a form of social and economic development where the acquisition, storage, processing, evaluation, transmission, distribution and dissemination of information leading to the creation of knowledge and the satisfaction of the needs of individuals and companies plays a central part in economic activity, in the creation of wealth and in the definition of the citizen’s quality of life and cultural practices.

Open electronic networks, like the Internet, have assumed growing importance in the daily life of the citizen and have given rise to web global commercial relations.

Electronic Commerce involves radical change in traditional commercial practices and the legal framework that governs them. In fact it is important that the necessary conditions be created at a legislative level in order to allow electronic commerce to develop smoothly.

Hence, the main legal measures are as follows:


- It defined the legal framework for electronic documents and digital signatures as one of the objectives to be attained in order to create a secure environment for electronic commerce. This represents the first step towards the legal sanctionary of electronic signatures.

- Legal equivalence between paper-based and electronic invoices -- Decree-law nº375/99,18th September;

From the development of electronic commerce emerged the need to approve the virtual invoice and the principle of equivalence for paper-based and electronic invoice.

According to this measure, “An invoice or equivalent document can be transmitted electronically” (article 1 of the refereed Decree-law) and “For all legal purposes, an electronic document transmitted in this way is
equivalent to original paper-based invoices or equivalent documents, provided that a digital signature has been fixed under the provisions of Decree-law no 290-D/99 of 2nd August” (article 2 of the same legal document).


This decree-law allows the user of electronically transmitted data to verify either its origin (authentication), or if, during the transmission, the data has been modified (integrity).

As the technology is constantly developing, the legal framework provided might also be applied to other kinds of electronic signature that meet the security requirements of digital signatures.

- National Initiative for Citizens with special needs – RCM nº97/99, 29th July.

Considering that the access to the benefits of the information society must be guaranteed to all, in order to fade away the gaps of info-exclusion, this Initiative states that the way the information is organized and made available by public services has to consider the difficulties of access of the old, handicapped and other groups with special needs.

These objectives must be fulfilled through the use of adequate tools and special concerns when preparing the contents.

- Public Information available on the Internet – RCM nº95/99, 25th August.

This measure imposed to public services the obligation of making available through Internet all the information, as well as publications and forms.

- The Internet Initiative – RCM nº110/2000, 22nd August.

This Initiative corresponds to a gradual process of convergence of telecommunications, communications and audio-visual areas and the processes of digital comprehension. In this context, the Internet Initiative plays a singular central role.

Internet Initiative intends to adopt an action plan to near future concerning the use of Internet, through the following actions:

- Promoting the widespread general use of the Internet.

- Creating an environment in which it will be possible to supply on a mass scale products which are suitable for the family market, so as to multiply by a factor of four the number of net-connected computers in Portuguese homes.

- Creating public areas for Internet access in all the parishes of the country and make e-mail generally available to the whole Portuguese population (over a million in three years).

- Broadening the coverage of the CRTs network to all schools and groups of schools in the first cycle of basic schooling (it already covers all the other types of schools and public municipal libraries), as well as to cultural and scientific associations, on a free of charge basis for users, and to provide support for the production and use of content.

- Extending the Digital Cities programme to the whole country.
- Approving and carrying out a programme to multiply Portuguese content on the Internet a thousand-fold.

- Launching a national training and certification campaign for basic computer literacy and information technology skills.

- Making a diploma in basic information technology skills a requirement for concluding compulsory schooling, so that no student will finish school without having certified IT skills.

- Working towards achieving the goal of one-stop service for each administrative act, and to ensure that information systems are in general use in all departments of the state administration.

- Drastically reducing the use of paper in the state administration, extending the use of digital media for communication and storage purposes.

- Encouraging the process whereby all public entities make available on the Internet all the information they publish.

- Working as quickly as possible towards a situation in which at least 25% of the state’s transactions are carried out electronically.

- Launching and execute the first National Information Super-highways Plan, promoting the supply of services, interconnection, and the use and regulation of broad-band networks, ensuring the full development of this system which is fundamental for the future of the country.

- Launching a Research, Development and Demonstration programme in the systems processing of the Portuguese language, in its various aspects.

**Contact:**

POSI- Programa Operacional para a Sociedade da Informação
Ed. Green Park
Av. Combatentes, 43-A – 5º C
1600-042 Lisboa
Tel: ++ 21 722 21 60
Fax: ++ 21 722 21 79
e-mail: geral@posi.mct.pt

**Direct Public Administration**

Following the e-wage, it is important to refer to a measure approved this 26th.October, according to which, in the domain of INFOCID – the interdepartmental system of information to citizens - a project leading to the implementation of *On-line Services* is being developed.

On line-services indicates that citizens have access to computer services delivery that comprises two-way transactions, mainly those that refer to the request for certificates (civil, state and commercial registers).

This service will be launched on the 1st. January.2001 and, in time, will be divulged in PUMA, in detail.

**Contact:**
Graça Pombeiro  
Deputy Director  
Secretariado para a Modernização Administrativa  
Ministério da Reforma do Estado e da Administração Pública  
Rua Almeida Brandão, 7  
1200-602 Lisboa  
Tel: ++21 392 15 35 / 37  
Fax: ++21 392 15 96  
e-mail: graca.pombeiro@sma.pt

**Promising practices**

**PAC - Postos de Atendimento ao Cidadão  (Citizen’s One-stop Shop)**

PAC corresponds to a project that is the result of a joint-venture between the Citizen Shop and National Post Office in order to simplify the access to the most important public services.

Each PAC is an extension of the Citizen Shop installed in a Post Office and provides, not only services belonging to Public Administration, but also those called public in a “lato sensu”, for instance related to the payment of electricity bills, water supply bills, banks.

Either the information or the services are available in to ways:

- Self-service - citizens go there to have access to the Citizen Shop information using the telephone or Internet.
- Helpdesk – where citizens can find personalised help, through human interface.

The creation of a PAC requires studies on accessibility, population and others in order to find the best place, initially giving priority to the small urban centres.

On the 26th. October the fist two were launched in small villages.

**Contacts:**

Instituto para a Gestão das Lojas do Cidadão  
Rua Abranches Ferrão, 10-3ºG  
1600-001 Lisboa  
Tel: ++ 21 723 12 00  
Fax:++ 21 723 12 20  
e-mail: lojadocidadao@lojadocidadao.pt
REPUBLIQUE TCHEQUE/CZECH REPUBLIC

New developments

Progress in the field of public administration reform

As mentioned in the factsheet on the Czech Republic written for the April meeting of the Puma Committee -- PUMA/RD(2000)1, six new important Acts concerning the public administration reform prepared by the Ministry of the Interior [Act on Regions (Regional Organisation), Act on District Offices, Act on Municipalities (Municipal Organisation), Act on the Capital City of Prague and Act on Change and Cancellation of Acts Connected with the Act on Regions, the Act on Municipalities and the Act on the Capital City of Prague] were adopted by the Parliament in March 2000 and signed by the President. These laws will come into force consecutively from 12 November 2000 (the day of elections to regional councils) to January 2001 (regions will become fully functioning).

The remaining draft Acts were elaborated within the responsibility of the Ministry of Finance and adopted by the Government, by the Parliament and signed by the President. These approved Acts are:

- Act No. 219/2000 Coll., on the Property of the Czech Republic and its Acting in Legal Relations.
- Act No. 157/2000 Coll., on the Transfer of Assets, Rights and Obligations from the Ownership of the Czech Republic to the Ownership of Regions.

The date of entry into force for these laws is 1 January 2001.

In addition, the Ministry for Regional Development has prepared the draft Act on Support for Regional Development. This draft Act was approved by the Government on 13 December 1999, then by the Parliament, signed by the President and published in the Collection of Laws as Act No. 248/2000.

As far as material and personnel arrangements are concerned, work has continued on the preparation of premises for the regional authorities and their offices. In connection with the preparation of legislation,
preparatory work has commenced on personnel matters related to public administration reform. This primarily concerns staff of the present offices of those Ministries whose duties will be transferred to the state administration authorities at the regional or district level. It also involves personnel arrangements for regional offices. The creation of appropriate personnel conditions for public administration reform is closely related to the prepared Civil Service Act. Government Resolution No. 723 of 19 July 2000 stipulated financial expenditures for implementation of the first stage of the reform of territorial public administration.

The Government took account of the Report on the Progress of Works on Public Administration Reform, by its Resolution No. 409 of 26 April 2000. The Government also charged the Minister of the Interior to elaborate and submit a concrete, comprehensive programme of the sequence of steps for the preparation and implementation of the transfer of competencies, staff and property, including a time schedule to 1 January 2001, in connection with the establishment of regions. This material was approved by the Government by its Resolution No. 641 of 21 June 2000. Consequently, on the basis of the above-mentioned Government Resolution, a first content and time schedule for the preparation and implementation of the second stage of the reform of territorial public administration (after cancellation of district offices) was elaborated and submitted to the Government. Most competencies will then be transferred from district offices to municipal offices, which will be charged with the execution of state administration.

Projects within the 1997 and 1998 Phare Programmes also significantly contribute to the success of public administration reform. The 1997 Phare Project is composed of three sub-projects (activities) – Information and communication services and systems in public administration, System of development and management of human resources in public administration and Public administration reform in specific areas. Among their outputs, can be mentioned: the establishment of information kiosks; the creation of a methodology for recruitment, evaluation and preparation of career plans for public administration officials, etc. Results of the projects are being utilised for concept materials, namely the Draft Concept for improvement of public finance efficiency, in connection with public administration reform, Draft Concept for improvement of public control efficiency; Draft Concept for improvement of public sector efficiency and Draft Concept for improvement of management efficiency in public administration. These Phare 97 projects will end in October 2000.

The Phare 1998 project “Reinforcement of institutional and administrative capacity for implementation of the acquis communautaire” was undertaken with a specific aim – to develop a recommendation to improve efficiency and effectiveness of the central state administration. This is done by an analysis and comparison of secondary activities of ministries in the Czech Republic and in the EU Member States. Another goal of the project is to prepare a proposal of three pilot plans for the Ministry of Labour and Social Affairs, Ministry of Justice and Ministry of Industry and Trade. This project started in July 2000.

Contact:

Assoc. Prof. Jiri Marek
Director of the Public Administration Reform Department,
Ministry of the Interior of the Czech Republic
U Obecniho domu 3
112 20 Praha 1
Tel.: (420-2) 2110 1175
Fax: (420-2) 2110 1356
E-mail: jmarek@csu.notes.cz
New developments

Regulatory reform in the Czech Republic

The Czech Republic took part in the 3rd round of the OECD country reviews of regulatory reform. In connection with that, the Government of the Czech Republic expressly declared its support for the regulatory reform policy, by its Resolution No. 764 of 26th July, 2000, as government policy, and established the basic steps to be taken in conjunction with the preparation for the country review.

An interdepartmental working group composed of representatives from the Ministry of the Interior, the Ministry of Finance, the Ministry of Industry and Trade, the Ministry of Foreign Affairs, the Ministry of Transport and Telecommunications, the Government Office, the Office for the Protection of Economic Competition and the Czech Telecommunications Office was set up. At the same time a working committee of deputy ministers of the respective departments was created.

On 27th September 2000, the Government of the Czech Republic, based on source data prepared by the Ministry of the Interior in cooperation with the interdepartmental working group, expressed clear support for the basic principles of regulatory reform -- the 1995 Recommendation of the OECD Council on Improving the Quality of Government Regulations. The Government imposed a duty on all ministries and heads of central government authorities to proceed with further activities in accordance with these principles and to follow, in the preparation and amendment of the regulations, the principles contained in the Annex to the Recommendation.

In addition, the Government negotiated the methods for applying regulatory impact analysis in the Czech Republic. It stated the general application of this approach from the viewpoint of the Legislative Rules of the Government, but at the same time it imposed upon the Vice Chairman of the Government and the Chairman of the Legislative Council the preparation, by the end of 2000, of a proposal for an amendment to the Legislative Rules of the Government in accordance with OECD’s recommendations on regulatory impact analysis.

The Minister of Interior, who is currently responsible for regulatory reform and also for the reform of the central state administration, was instructed to prepare a proposal for securing the administrative capacities for analysis of the impact and management of the quality of regulations, by 31st December, 2000.

Contact:

Assoc. Prof. Jiri Marek  
Director of the Public Administration Reform Department,  
Ministry of the Interior of the Czech Republic,  
U Obecniho domu 3  
112 20 Praha 1  
Tel.: (420-2) 2110 1175  
Fax: (420-2) 2110 1356  
E-mail: jmarek@csu.notes.cz
ROYAUME-UNI/UNITED KINGDOM

Promising practice factsheet

Centre for management and policy studies

Background

The Centre for Management and Policy Studies (CMPS) was set up just over a year ago in June 1999 as an integral part of the Civil Service’s Modernising Government agenda. The CMPS is sited at the heart of government within the Cabinet Office and incorporates the Civil Service College.

Purpose

Working with partners from across the Civil Service, the wider public sector, the private sector and academia, CMPS seeks to:

- Ensure that the Civil Service cultivates the right skills, culture and approaches to perform its tasks.
- Provide policy makers across government with access to the best research, evidence and international experience. And
- Help government to learn better from existing policies.

To this end, CMPS brings together for the first time in Britain a powerful resource to support better policy-making. CMPS’ key areas of operation are work to support evidence-based policy-making, including a cross Departmental briefing system the Knowledge Network, and a wide-ranging new programme of corporate learning for the leaders and future leaders of Government (Senior Civil Service (SCS) and Ministers), which is linked to the re-shaped programme which the Civil Service College (now a directorate within CMPS) offers in close support of Modernising Government.

Strategy

CMPS operates through three main Directorates: Policy Studies, Corporate Development and Training, and the Civil Service College. We also include a limited number of senior Fellowships: opportunities for members of the Senior Civil Service and others to join CMPS for a short period to work on specific projects related to our objectives.
Policy Studies Directorate (PSD)

PSD was established in March 2000, and is still recruiting staff and establishing its work programme. When fully operational, it will consist of four divisions, engaged in activities to support better policy-making:

- **Policy Resources** promoting and facilitating evidence-based policy making.
- **Policy Evaluation** promoting high standards in policy evaluation and maximising its contribution to policy development and review.
- **Policy Research** encouraging new ideas and best practice in policy making. And
- **International Public Service Unit** sharing UK experience of policy making and public administration.

Corporate Development and Training Directorate (CDT)

The 40 staff of Corporate Development and Training Directorate (CDT) are responsible for four types of activity:

- corporate development and training programmes for members of the Senior Civil Service at all levels (and, in due course, new provision for those outside the SCS who are likely to become future leaders of Government);
- policy-focused seminars and other events bringing together Ministers, Civil Servants and senior people from outside Government;
- a programme of development activities for Ministers; and
- a programme of Departmental Peer Review

Civil Service College

The College Directorate includes in the current edition of its Directory, a number of enhanced programmes, which were particularly focused on key themes. These include:

- **Mastering Change**: a programme of events and courses aimed at equipping civil servants with key competencies of bringing about cultural and transformational change in their organisations.
- **Diversity**: a range of programmes that take diversity on from the equal opportunities frame of reference. These programmes include use of the European Foundation for Quality Management (EFQM) Excellence Model in a diversity context.
- **Project and Programme Management**: equipping managers to handle complex processes of Project Management as part of introducing organisational culture change.
• **Joined-up Government:** a suite of programmes which develop skills and understanding about working across departmental boundaries and working with other sectors such as Local Government and the voluntary sector.

• **Leadership:** the College’s portfolio of programmes was particularly strengthened by using the latest thinking on emotional intelligence. And

• **EFQM Excellence Model:** the College’s portfolio of programmes included a very successful national conference run in conjunction with the Modernising Public Service Group of the Cabinet Office and attracted over 300 delegates.

**The CMPS Fellows**

The CMPS Fellowship Scheme enables CMPS to draw on a wider body of expertise than exists within the organisation by inviting people with specialist knowledge, skills or experience to work within the Centre on a project which furthers the objectives of CMPS and contributes to its work programme.

**Delivery**

*Cultivating skills, culture and new approaches*

• The current range of senior training builds strongly on the successful programmes which the Directorate has inherited: both those formerly run by the Cabinet Office, and those from the Civil Service College: the Top Management Programme, the various Node Programmes\(^2\), Northcote\(^3\), Trevelyan\(^4\) and so on. Each of these programmes has been reviewed to ensure that it is contributing as much as possible on themes that are relevant to the modernisation of Government.

• More fundamentally, we have been working with a team of Personnel Directors to re-shape and re-target the whole programme of corporate development activities. The new programme for 2001 was announced in September, and includes important changes to existing programmes, new programmes, and a much clearer framework for progressive personal development within the SCS.

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\(^2\) Young Node is designed for those recently stepping up to a senior management role with the ambition and drive to reach the top. Sunningdale node gives directors and agency chief executives from the SCS and the wider Public Sector the opportunity for personnel reflection on wider issues facing leaders and networking away from every day pressures.

\(^3\) The Northcote Programme is an induction course for SCS designed to give them a better understanding about their role in the SCS and allowing them to examine different models of leadership and develop a good understanding of the modernising government agenda and the reform of the Civil Service.

\(^4\) The Trevelyan Programme is designed for SCS, in midcareer, with a depth of experience. The aim is to gather together the experience and intellect of longer serving members of the SCS and reflect back their understanding to the centre.
Creating access to best research, evidence and international experience

**New programmes about to be launched include:**

- **Leaders@e-government:** a non-technical programme developed in co-operation with the Office of the e-Envoy and Central IT Unit (CITU), and designed specifically for those with strategic responsibilities in Departments. It gives a high-level look at the implications of the new technologies for the way Government works.

- **Engaging with Government:** This programme has been designed specifically for new senior members to the civil service. With the increasing number of new members of the Civil Service joining at senior levels, this programme responds to an urgent need. Ideally taken up in the first three months of a new Civil Service career, the programme is designed to provide high-level information and guidance to help new members of the SCS make an early impact. A pilot ran in September, with the first main programme scheduled for October.

**Facilitating better learning from existing policies**

- CMPS has been developing an approach to peer review as a way to help Departments improve their performance across a range of Modernising issues.

- To date, Department of Culture Media & Sport, the Cabinet Office and the Inland Revenue have all undergone Departmental Peer Reviews. The next Department to undergo a review will be Department for Education & Employment at the end of October, followed by the Lord Chancellor’s Department in November and the National Assembly for Wales in January. They will use a similar approach to the first reviews, ie a team of 6-8 senior people from across the public and private sectors examining key documents and interviewing people from across the Department and external stakeholders.

**Contact:**

Tricia Wombell  
Head of Events & Marketing, CMPS  
Admiralty Arch  
The Mall  
London SW1  
Tel: 0044 20 7 276 1351  
Fax: 0044 20 7 276 1309  
E-mail: Patricia.Wombell@cabinet-office.x.gsi.gov.uk  
The CMPS website will also soon be available at www.cpms.gov.uk
Promising practice

Whistleblowing in the civil service

The Civil Service Code

Under the terms of the Civil Service Code (introduced in January 1996) civil servants are under a duty to report actions through an internal process which:

- Are illegal, improper, or unethical.
- Are in breach of constitutional convention or a professional code.
- May involve possible maladministration. Or
- Are otherwise inconsistent with the Civil Service.

A civil servant should also report to the appropriate authorities evidence of criminal or unlawful activity by others and may also report in accordance with the relevant procedures if he or she becomes aware of other breaches of this Code or is required to act in a way which, for him or her, raises a fundamental issue of conscience.

Civil servants are encouraged to first raise the issue with their line manager. If, for any reason that would be difficult they are encouraged to report the matter to a nominated “independent” officer within their department.

If they are unhappy with the response they receive, they may report the matters to the Civil Service Commissioners. Exceptionally, the Civil Service Commissioners will consider accepting a complaint direct.

The Civil Service Commissioners report to Parliament annually and provide an account of the appeals made to them under the Civil Service Code.

The Public Interest Disclosure Act

The Public Interest Disclosure Act 1998 came into force in July 1999. It enables workers who “blow the whistle” about wrongdoing to complain to an Employment Tribunal if they are dismissed or suffer any other form of detriment for doing so. Only employees can complain of unfair dismissal, but workers who are not employees can complain that they have been subjected to a detriment if their contracts are terminated because they have made a protected disclosure.

The legislation covers workers in the public sector (with some exceptions, eg those who work in the security services) as well as the private sector. For the Civil Service, this legislation is complementary to the “whistleblowing” provision contained in the Civil Service Code.
What protection does the Act give?

The Public Interest Disclosure Act does not introduce a general protection for whistleblowers in all circumstances. A disclosure will qualify for protection if, in the reasonable belief of the worker making it, it tends to show that one or more of the following has occurred, is occurring or is likely to occur:

- A criminal offence.
- A failure to comply with a legal obligation.
- A miscarriage of justice.
- The endangering of an individual’s health and safety.
- Damage to the environment.
- Deliberate concealment of information tending to show any of the above.

When are disclosures protected?

A disclosure will be protected under the Act if it is made:

- In good faith to the worker’s employer (either directly or through internal procedures authorised by the employer), or to another person whom the worker reasonably believes is solely or mainly responsible for the failure in question.
- To a legal adviser in the course of obtaining legal advice.
- In good faith to a Government Minister by a worker employed in a Government-appointed organisation such as a non-departmental public body.
- To a person or body prescribed in the legislation, for example, a Regulator or the Health and Safety Executive.

In deciding the reasonableness of the disclosure, an Employment Tribunal will consider all the circumstances. This will include the identity of the person to whom the disclosure was made, the seriousness of the concern, whether the failure is continuing or likely to occur, whether the disclosure breached a duty of confidentiality which the employer owed a third party, what action has been taken or might reasonably be expected to have been taken if the disclosure was previously made to the employer or a prescribed person, and whether the worker complied with any approved internal procedures if the disclosure was previously made to the employer.

Compensation

The legislation provides for the payment of compensation if a Tribunal finds that an individual was unfairly dismissed for blowing the whistle.
Related Documents

The **Civil Service Code** is available via the internet at:

The Public Interest Disclosure Act 1998 is also available at:

Contact:

Sue Gray
Central Secretariat
Cabinet Office
4 Central Buildings
Matthew Parker Street
London SW1H 9NL
Tel: 0044 20 7276 2470
Fax: 0044 20 7276 2495
E-mail: Sue.Gray@cabinet-office.x.gsi.gov.uk
SUEDE/SWEDEN

Recent developments

Public Administration at the Service of Democracy - an Action Programme


In this Bill, the Government issued guidelines and requirements for the central-government administration of the future. The Bill was passed by a unanimous Parliament. Based on the guidelines, the Government has embarked on an administrative-policy action programme of several years duration. The programme presents, first, the basic values and conditions that should provide guidance, and second, the Government’s measures to bring about long-term development of public administration.

An important point of departure for the action programme is that all work in central-government administration should be carried out on the basis of the fundamental values of democracy, the rule of law and efficiency. General guidelines are laid down concerning:

- Focus on citizens.
- Open public administration
- Capacity for change and quality.
- Further development of performance management.
- The state as a model IT user.
- Regulations with quality.
- The state as a model employer.

On the basis of these general guidelines some 40 concrete measures to bring about long-term development of public administration are presented in the action programme.

The action programme will be sent to all members of the PUMA Committee and will also soon be available on the PUMA web site.
Creation of three new agencies

In 2000, the Turkish Government has established three new agencies for increasing effectiveness and efficiency in the public administration.

1) The banking regulation and supervision agency has been established as a body with administrative and financial autonomy which has the responsibility and authority to take and implement all types of measures to protect the rights and interests of depositors, maintain confidence and stability in the financial markets, ensure that the credit system operates efficiently, and consider also the requirements of economic development and prevent such operations and practices which might cause significant damage to the economy.

In order to achieve efficiency, reliability and stability in financial markets within the framework of the powers delegated to it by the Banking Law no. 4389, the Agency:

i. Ensures application of the Banking Law and other applicable laws and regulations by also making related arrangements, and supervising and concluding their implementation.

ii. Ensures that savings are protected and prevents any transaction and activity which could put depositors’ rights and banks’ orderly and secure functioning in jeopardy and cause substantial damages to the national economy.

iii. Takes and implements any action to ensure that the credit system functions efficiently and an efficient risk control system is created in this context by giving due consideration to the need for achieving confidence and stability in financial markets and for economic development.

iv. Provides the Treasury Undersecretariat and the Central Bank with options and information relating to the execution of monetary, credit and banking policies where deemed necessary or upon their request.

v. Carries out transactions pertaining to take-over, merger and liquidation of banks.

vi. Manages and represents the saving deposits insurance funds.

vii. Borrows loans through the fund under extraordinary circumstances subject to the Treasury Undersecretariat’s consent, and obtains from the Treasury special government domestic borrowing notes as a loan, and requests advance payments from the Bank.

2) A telecommunication institution has been put into effect to run the telecommunication sector more efficiently and effectively. In accordance with the trade principles, amendments have been made in the new Telecommunication Law no.4502.
The main change brought about by the law is that the Turkish Telecommunications Corporation which is no longer a public economic enterprise becomes subject to special law provisions. However the state will continue to own a 51% share of the Turkish Telecommunications Corporation and the Turkish Grand National Assembly will have supervisory power over the Corporation. The law in question stipulates the signing of a concession agreement or a telecommunication licence for telecommunication services which are qualified as public services.

An autonomous telecommunication corporation has been established by law. This corporation is empowered to determine prices, print circulars on technical subjects such as service quality, implement other administrative business, control the implementation of concession agreements, telecommunication and other licences and start some financial investments. As a result, the sector is protected from political interference, the executor and the organizer are separated in accordance with the international enterprises, and the necessary technical qualifications are gathered in an expert cooperation.

The Ministry of Transportation is authorized to determine sectoral policies in accordance with the overall government policies, prepare circulars, identify the provisions and stipulations of the concession agreements, telecommunication and other licences for executors and give tenders when necessary.

3) **The European Union general secretariat**, under the Office of the Deputy Prime Ministry, has been established in order to coordinate the work of public institutions in regard to Turkey’s will-be EU membership. The main objectives of this general secretariat are as follows:

- To coordinate the work of public institutions that will implement the *acquis communautaire*.
- To implement the secretariat services of public institutions that will be established to prepare for EU membership, and to supervise the implementation of these institutions’ decisions.