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AUSTRIA

Austria has improved the availability of public e-services significantly between 2002 and 2003 and has since then experienced a constant growth to become Europe's leading country.

This success is built on established enablers such as a clear and explicit vision and strategy, a legal e-Government framework, top-leadership, an innovative eID system (Bürgerkarte). According to Eurostat data, the use of e-government services by citizens in Austria is above the EU average (29% against 22% EU) but stays far away from the Scandinavian leading countries (> 50%). Up-take by citizens seems to be a point of interest for further action.

The take up of e-services by businesses is high (75% against 57%EU) but stays also behind take up in Scandinavian countries.

Innovative e-service developments

The Austrian Electronic Data management system of the Ministry of Environment allows a full transactional online service for the EU-ETS annual reporting of the emissions, including verification by independent (third-party) verifiers.

e - Authentication

The Citizen Card (Bürgerkarte) is a smart card embedded with an electronic signature and a digital certificate, which enables citizens to securely access electronic public services and complete administrative procedures electronically. The originality of the Austrian e-ID concept is that there is not just one single type of Citizen Card. In principle, any card which makes it possible to sign electronically in a secure form and to store personal data is suitable for use as a Citizen Card. In addition, a 'light' Citizen Card service can also be used with mobile phones, enabling Austrian citizens to digitally sign documents and securely transact with government via mobile phone.

Initiatives for the future

The Federal Procurement Company BBG (Bundesbeschaffung GmbH— BBG) has launched E-shop, an electronic catalogue purchase system. Registered users can browse catalogues of products and services based on the BBG's framework agreements, and place orders directly online. The service is currently in pilot phase. In addition, the BBG has created, in cooperation with the newspaper *Wiener Zeitung*, an e-tendering pilot service. A central procurement portal is planned for implementation in the next two years.

Film about corruption – prevention in the public service

Due to the intensified efforts of introducing effective measures on the topic of corruption-prevention within most EU-member states, the Department for Administrative Development, Personnel Development and Controlling of the Austrian federal chancellery has realised an idea of the Polish "institute for education and training of the public service" to produce a film on this topic.

Based on the main idea of two typical scenes showing situations that can happen nearly anywhere in public administration and public service, the task has been to show to what extent incorrect and corrupt behaviour of civil servants is influenced by the behaviour and the reactions of their social environment.

This educative film is meant to be an important contribution to the elementary and senior training programs within the public service. It was produced during the Austrian EU-presidency in cooperation with the “HBFI – a sub - organisation of the Austrian ministry of defence, which is specialised on photo- and film-production. The script and the directing were under the leadership of the Department for Administrative Development, Personnel Development and Controlling of the Austrian federal chancellery.

The source of the main plot is similar to the stories of the Polish anticorruption film on which it is based – but the script and the acting persons were adapted to the social conditions (also gender roles) of the public service in Austria.

CANADA

Accountability and Governance Reforms

- The Government of Canada introduced Bill C-2, the *Federal Accountability Act* on April 11, 2006. The *Federal Accountability Act* includes:
 - reforms to political financing;
 - measures to toughen the *Lobbyist Registration Act*;
 - measures to address the processes for key public appointments;
 - the establishment of a Parliamentary Budget Officer;
 - new protections for whistleblowers;
 - additional powers for the Auditor General;
 - a strengthened role for the Conflict of Interest and Ethics Commissioner;
 - a new statutory conflict of interest regime for public office holders;
 - measures to strengthen access to information legislation;
 - strengthened auditing and accountability within departments;
 - the establishment of a Director of Public Prosecutions; and
 - improved oversight measures for government polling and contracting.
- Bill C-2 is currently being reviewed by the Senate Standing Committee on Legal and Constitutional Affairs.
- The introduction of Bill C-2 was accompanied by a Federal Accountability Action Plan which includes non-legislative elements to complement the initiatives in the Bill. These include:
 - revising the Guide for Ministers;
 - a commitment to provide quarterly updates to fiscal forecasts;
 - engaging an independent procurement expert to review procurement policy;
 - introducing a Code of Conduct for Procurement;
 - measures to assist small businesses in the procurement process;
 - amending the Communications Policy of the Government of Canada;
 - appointing an independent advisor to conduct a full review of independent research practices;
 - commencing a separate parliamentary committee process to engage in comprehensive debate on further access to information reform;
 - providing additional resources to the Auditor General; and
 - establishing a blue-ribbon panel to review a draft policy on transfer payments.
- Additional information on these initiatives can be found at <http://www.faa-lfi.gc.ca/>.

CZECH REPUBLIC

You can find the basic information about public administration on web-sites:

www.mvcr.cz, www.vlada.cz, portal.gov.cz, www.epusa.cz.

Following progress and project were realised the period from April 2006 to October 2006 in the area of public administration in the Czech Republic:

LEGISLATIVE MEASURES:

➤ Civil Service Act

Since September 2006 in the Chamber of Deputies, Parliament of the Czech Republic has been discussing a bill, which will amend **act No 218/2002 Coll., on service of public servants in administrative authorities and on remuneration of such servants and other employees in administrative authorities (the Civil Service Act)**, as amended by late regulations and some other laws. The amendment contains postponement of legal force of the Civil Service Act on 1st January 2009. The reason for this proposal is restrictive expenditure measures in the proposal of state budget for the year 2007.

This new bill on service of public servants will regulate status and set rules for all employees in the central state administration and territorial public administration authorities. The aim of the new act is to determine unambiguously the appropriate position of the public employees executing the state administration in the territory, whereas the territorial self-government authorities have significant powers in the execution of state administration.

➤ Control mechanisms in the public administration

The **amendment of acts on territorial self-governing units** in question significantly changed current system of control and supervision of public administration. In relation to municipalities, duplicity of supervision authorities has been removed, as well as inequality between the levels of territorial self-governing units within the framework of execution of their own, independent competencies. The previous situation often caused a lot of problems in practice in the past. According to the new arrangement, the supervision over territorial self-governing units is unambiguously divided between the Ministry of Interior (exclusive supervision over own, independent competencies of all territorial self-governing units), regional offices (supervision over delegated, state competencies of municipalities) and respective ministries and central state administration authorities (supervision over delegated, state competencies of regions and the capital city of Prague).

➤ Implementation of passports with biometric data

In March 2006, the Parliament adopted an amendment of **Act on Travel Documents** by which the closing stage of works connected with implementation of the EC Regulation No. 2252/2004 on standards

for security features and biometrics in passports and travel documents issued by Member States was launched. This new legislative arrangement has considerably influenced activities of 227 municipal offices with extended delegated powers that have become contact points for receiving applications of citizens for issuing of a travel passport with machine readable data and with data carrier with biometric features.

Department of Administrative Activities ensured training courses for employees of municipal offices with extended delegated powers who are in charge of execution of state administration in the field of travel documents, as well as for employees of regional offices, on the amendment in question (for together approx. 600 officials). The system of issuing passports with biometric features was launched on 1th September 2006; during the first month, 29.501 passports with machine readable data and with data carrier with biometric features were produced.

➤ Amendment of the Act on the free Access to information

The Act No.61/2006 Coll., which amended the Act No. 106/1999 Coll. on the free Access to information, came into force the 23rd March 2006. The main reason of the amendment is the Adoption of the Directive 2003/98/EC of the European Parliament and of the Council on the re-use of public sector information binding upon the Czech Republic as an EU member state and must be transposed into Czech legislation. In addition to the transposition itself, the amendment also responds to problems that occurred in relation to the application of the Free Access to Information Act, especially by unifying and specifying the terminology of the existing regulation and regulating the way of providing information in more details. The amendment also responds to the development of other legislation, especially the establishment of self – governing units, and lays down clear procedures for processing information request relating to the independent or delegated powers of those units.

➤ Public procurement: implementation of the Act on Public Contracts and Act on Concessions

The legal framework for public procurement has changed considerably in the first half of this year. These changes followed the adoption of new EU public procurement directives in the April 2004 and resulted in preparation and adoption of a new national legislation – new Act No. 137/2006 Coll. on Public Contracts and new Act No. 139/2006 Coll. on Concessions.

Both these acts came into force on 1st July 2006. Their main aim (besides the transposition of EU directives) was to create comprehensive and modern rules for awarding the public contracts and concessions. They should respond to problems and practical experiences gained during the application of the previous act and should be at the same time unambiguous and more flexible. In this way, the new acts should contribute significantly to decrease of unlawful practices and corruption in the area of public procurement. The adoption of the new legal framework has been followed by introduction of the guideline new web portal on public procurement www.portal-vz.cz, including questions and answers section and comprehensive training for public purchasers (website is available in English).

ORGANISATIONAL MEASURES:

➤ Central state government

Currently several competencies in the central public administration of the central government agencies are to be modified in order to rationalise and increase the effectiveness of the public administration in the Czech Republic. Agendas - the reform and modernisation of the central state administration, regulatory reform and training of public servants in the central public administration, - formerly performed by the Office of the Government, will be transferred to the Ministry of the Interior. The purpose is to coordinate and harmonise the execution of the central state administration and territorial public administration authorities.

Furthermore the Government plans to conclude the activity of the Ministry of the Informatics, the section of the informatisation will come under the Ministry of the Interior. This merge should lead to the better coherence and coordination with the emphasis on the use of information technologies and the e-government in the field of the modernization of the public administration.

➤ Territorial Public Administration Quality Performance

1. Pilot project of the Citizen's Charters

The Ministry of the Interior in cooperation with experts from the Sigma programme launched a pilot project of the implementation of Citizens Charters with the participation of a number of agencies working in different sectors in order to initiate their performance improvement and to manage the expectations of their clients. The process of introduction of Citizens Charters methodology into organisations of public administration was started in March 2006. Nine units or departments of different organisations (social, e-government, audit, environment, public library etc.) participates in the project, until now four meetings took place so far. More information about the project is on the website www.mvcr.cz/charta.

2. 4th European Quality Conference for Public Administration in EU

Eighteen representatives from different levels of public administration from the Czech Republic participated at the Quality Conference for Public Administration in EU. There were presented cases of best practices from the city Chomutov – Informing Citizens via SMS, organisation FALA – Benchmarking Project of Performance Level of Public Administration and Ministry of Interior's Award System for Quality in Public Administration

3. Awards of Ministry of Interior for Public Administration

The 2nd year of Awards for Quality in Public Administration in the Czech Republic was announced, the conference will take place on 17 –19th January 2007 in Liberec. Over fifty organisations from public administration entered into the competition.

4. Publications

Second revised edition of Methodology of Benchmarking in Public Administrations was published. The publication informs about different types of benchmarking and collects updated experience from different types of public administration in the Czech Republic

➤ Regulatory Reform

The main goals set within the Regulatory Reform were focused on implementation of the systematic impact assessment into the regulation-making process, administrative simplification including reducing administrative burden and also preparation of the Better Regulation Strategy.

2. Impact Assessment.

The strategy of the implementation of Impact Assessment into the Czech legislative system has been prepared and approved by the Government in April 2005 by the Government resolution No. 420. The adopted document also includes the draft guidelines for conducting the impact assessment that have been applied during the pilot phase of their implementation (till the end of 2006). The pilot phase includes several pilot projects and obligation to assess impact of all legislative documents on business environment according to the guidelines approved by the same

resolution. The full impact assessment for all legislative documents submitted to the government should be implemented by 2007, along with revised and improved guidelines.

2. Administrative simplification - Assessment of administrative burdens.

The Czech Republic was measuring the baseline of overall administrative burdens between March 2005 and December 2005. For the purpose of this measurement, all business related generally binding regulations within the competence of 13 ministries and 11 central state administration authorities were taken into consideration. The data from the measurement were sent to the Office of the Government (the Department of Regulatory Reform and Central State Administration Reform) by the end of December 2005. On their basis, the Office of the Government elaborated in February 2006 the analytical report figuring out the overall administrative burdens on businesses.

The complete baseline measurement shows that the business related generally binding regulations cause all administrative burdens amounting to 86 billion CZK (approximately 3 billion €) per year. 20 % of the total administrative burdens originate from obligations that are a consequence of EU-legislation transposition. Almost 90 % of the total administrative burdens are caused by the legislation within the competence of the following six ministries, namely Ministry of Labour and Social Affairs (23 %), Ministry of Agriculture (22 %), Ministry of Health (20 %), Ministry of Finance (8 %), Ministry of the Environment (8 %) and Ministry of Industry and Trade (8 %).

Following the data included in the analytical report, the Czech Government is supposed to set a reduction target of overall administrative burden by at least 20 % provided that more detailed survey enumerating the concrete legislation proposed for the purpose of the reduction will follow. This decision of the Government is expected by the end of December 2007 at the latest.

The analysis of AB on businesses is prepared to be submitted to the Government, its decision is expected in the near future. The plan is that the obligation to assess AB ex ante will also be introduced by the Government resolution. The Office of the Government will also work with the 6 ministries regulation of which causes the biggest part of the burden. During the year following the Government decision, the action plans should be prepared on what laws and regulations and how will be changed. All the legislative changes should be adopted by 2010 with the above-mentioned aim to reduce the burden on businesses by 20 %.

3. The Better Regulation Strategy.

The Better Regulation Strategy for 2007-2013 is being prepared and should be approved by the new government by the end of this year. It will serve both as the policy framework and the plan of concrete steps that will be taken in the following six years to improve the regulatory framework in the Czech Republic

➤ General Analysis of competencies exercised by authorities of territorial self-governing units

The task results from the Government Resolution No. 238 of 17th March 2004 about advancement of optimization of legal and economic environment for performance of public administration by authorities of territorial self-governing units). The material contains more than 250 instigations and remarks from relevant ministries, territorial self-governing units (regions, municipalities) Association of Towns and Municipalities of the Czech Republic. Consequently several legislative modifications were proposed in relation to 15 legal regulations and will be propounded to the Government on the 31st October.

Currently all changes of competencies exercised and functions required by laws of territorial self-governing units (regions, municipalities with extended powers, municipalities with authorised municipal offices and municipalities with basic scope of delegated competence) are actualised and published quarterly. **List of functions of territorial self-governing units** serves also for the creation of the **catalogues of functions** of territorial self-governing units and for the up - dating of list of law regulations setting up the **duty to make public data on official boards** of municipalities and regions. In the first period is created „**The Catalogue of Functions of Regional Offices**“ - **with the aim of creation of so - called „user manual of functions**“, which will contain detailed descriptions of every function inclusive numeration of human, material and financial demands needed for regular exercising of this function. The first comprehensive results will be available in first half - year of the year 2007.

DENMARK

Welfare service reform

The Danish government has very recently initiated the preparation of a new welfare service reform. The programme will be a reform of three sectors in welfare services: the health sector, the sector for eldercare and the sector for childcare. The reform is a political top priority and a ministerial committee chaired by the Prime minister is in charge of the reform.

The overall focus of the reform is to ensure more output in terms of quality for the citizens in welfare services -without increasing resources spent on these services. Welfare services can not be improved by increasing public spending, as we know that the labour force will remain constant whereas the expenses on welfare services will grow along with the ageing society.

Five themes form the core of the program:

1. Ensuring transparent information about targets and results – includes improving performance measurement at both central and local level.
2. Ensuring users influence from below and greater possibility of free user choice.
3. Ensuring coherent services across sectorial boundaries.
4. Creating a culture in service delivery that ensures a constant focus on the development of quality.
5. Ensuring greater motivation and influence from employees and better public management.

The government will present the welfare service reform in the early summer of 2007.

For further information please contact Head of Division, Elisabeth Hvas, ehv@fm.dk.

Budget reform: Accrual accounting and budgeting

The goal of the current budget reform is to achieve better management of agencies and departments. Accrual accounting and budgeting is an important step towards reaching this goal. It secures better management of balance sheet items and improved cost information to decision-makers, which makes it easier to prioritize and decide between different alternatives. In addition the reform will improve possibilities of bench marking with relevant private sector companies because the new budget and accounting principles will be closer to the principles applied by the private sector. The scope of the reform is in the first phase limited to securing that the operating budget will follow the accruals principle. Transfers, taxes and special assets are kept out of the budget reform at this time. Combined with performance contracts with a focus on service delivery rather than service production, agencies are given more authority in operating the budget. The Danish state institutions have since 2005 used accrual accounting, and from the budget year 2007 the institutions will also be subjected to accrual budgeting.

For further information please contact Senior Advisor Andreas Berggreen, nab@fm.dk

Reform of the police and the courts

The Danish government has initiated a major reform of the Danish police and courts. The number of police districts will be decreased from 54 to 12 and the courts will see a heavy decrease in court districts from 82 to 24. The new structure will be effective the 1st of January 2007. It is expected that the new structure will increase efficiency and help the police and courts to deliver even better service to the public.

For further information please contact Head of Division Elisabeth Hvas, ehv@fm.dk

Denmark in the global economy

The Danish Government has launched an ambitious and pro-active strategy to gear Denmark for the future. The strategy, which was published in April 2006, contains 350 specific initiatives, which together entail extensive reforms of education and research programmes and substantial improvements in the framework conditions for growth and innovation in all areas of society, including entrepreneurship and innovation policy. A large part of the proposals aim at strengthening the quality and governance of education and research, promoting entrepreneurship and innovation and increasing the number of young people, who complete an upper secondary education programme and take a higher education. The strategy focuses on improving the efficiency of public spending on education and research, in particular by allocating more public funds in open competition, and on increasing competition and internationalisation in the Danish economy as a whole. It is a central objective that research and development should amount to 3 per cent of GDP by 2010.

For further information please contact Head of Division Elisabeth Hvas, ehv@fm.dk

Reducing administrative burdens for businesses

The measurement of the administrative burdens in Denmark using the Standard Cost Model (SCM) has now been completed. The result shows that administrative burdens make up app. 2 % of GDP in Denmark. The measurements are being updated once a year to follow the development in administrative burdens.

The Danish government has committed itself to reducing the administrative burden on businesses with up to 25 pct. by 2010.

At the current stage reductions have only been made for app. 5 %. The government has therefore asked seven ministries with business regulation - corresponding to about 95 % of the total administrative burden - to work out action plans of how to reach the target of a 25 % reduction of administrative burdens.

The action plans will be presented to government early next month and at this point we are very close to having identified the reductions necessary to reach the target of a 25% reduction. Besides the effort to reduce existing regulation, efforts are continually being made also to ensure the quality of new regulation. This is amongst other things being done by making ex ante SCM measurements of new regulation directed at businesses.

For further information please contact Special Advisor Carina Ohm, coh@fm.dk or Head of Section Michael Baunsgaard Schreiber, msc@fm.dk

One entrance to the Danish public sector – citizen service centres and borger.dk^[1] (online public service site)

A central goal of the recent structural reform in Denmark is to create a public sector with one entrance. Two central initiatives have been launched to reach this goal:

- The creation of citizen service centres
- Creation of borger.dk – the online public service site

Citizen servicecentres

The municipalities in Denmark are the main entrance to the public sector. The vision behind creating the new citizen service centres in the municipalities is to create one single place where the majority of issues between citizens and public sector can be handled. The majority of issues (app. 80 %) can be handled directly in the citizen service centre. If a specific issue cannot be handled in the citizen service centre the staff should be able to direct the citizen to the relevant department and person – also if the department is a regional or national authority.

The law of citizen service (from June 24th 2005), which was passed as part of the structural reform, has paved the way for establishing citizen centres in all municipalities and from January 1st 2007 only two of 98 municipalities will not have established a citizen service centre.

Borger.dk

In order to improve the public online service the Danish government has decided that in 2012 citizens can demand that all communication with the public sector is digital. A central driver reaching this goal is the recent initiative to build a citizen portal, borger.dk, where the citizen can handle most questions and transactions with the public sector in an easy and quick way. Borger.dk will be launch its first edition on the 1st of January 2007.

The concept of Borger.dk is two-folded. On one hand the portal will consist of a “citizen’s information guide” to the public sector. The information guide will already be launched on the 1st of January 2007. On the other hand borger.dk will present a so called “My page”. The purpose of the “My Page”-functionality is to provide the citizen with a clear view of all the citizen’s relations and transactions with the public sector. “My Page” will be launched in its first edition in 2008 and is a cross-sector project.

For further information please contact Senior Advisor Jens Krieger Røyen, jro@fm.dk

^[1] *borger* means citizen in Danish

EUROPEAN COMMISSION

Reform of Europe's Public Administration –A Culture based on service and efficiency

On 1st May 2004, the new Staff Regulations entered into force, completing a far-reaching modernisation of the Commission's human resource policy while being the most radical internal modernisation since the European Commission was established in 1958. The Commission aims to be a world class public administration whose first concern is the quality of service it provides to citizens and taxpayers. It wants to be associated in the minds of Europe's citizens with high quality, honesty, openness and integrity.

The reform process made a new commitment to these values, enshrining them in a new approach to management based on four principles:

Clearer responsibility

In many areas of the Commission's work, responsibility had become blurred by procedures. The reform process remedied this by clearly defining the responsibilities of individuals at all levels, including the College of Commissioners.

Strengthened accountability

As a European Institution, the Commission is formally accountable to the citizen in various ways. It reports, for example, to the Council and the European Parliament on its activities and its decisions can be challenged in the European Court of Justice. At the same time the Commission's accountability has been strengthened by greater openness to public scrutiny.

Higher efficiency

The Commission has to deliver its services in the most cost-effective way. Efficiency has been and is being ensured by simplifying procedures and modifying, or removing, rules which stand in the way of common sense. Decentralisation has also increased efficiency by clearly defining authority and responsibilities and encouraging officials to use their own initiative.

This also included externalising implementation tasks of certain programmes to executive agencies or of administrative tasks to administrative Offices, thus focusing Commission staff resources on the Institution's core tasks

Transparency and Responding to the Public

Over the recent years there have been significant improvements to the Commission's transparency and efficiency in dealing with the public. See separate sheet on Transparency for more details.

Transposing the reforms into European law

Although the Staff Regulations are valid for all the institutions, the implementing rules specify how the various articles are to be applied in just one of them. The Staff Regulations are like a framework law, which each institution can transpose individually in its own implementing rules.

For further information:

http://ec.europa.eu/dgs/personnel_administration/statut/tocen100.pdf

http://ec.europa.eu/reform/index_en.htm

Human Resources Management

Proven ability and performance rather than length of service count in the new career structure of EU officials, which entered into force on 1st May 2004 together with a revised remuneration and pension system.

Recruitment policy was made more professional and more efficient with the creation of EPSO (the European Personnel Selection Office). Its website offers free access to reliable information about recruitment to the EU institutions and about making best use of information technology to improve the management of selection procedures.

Selection, appointment and appraisal of top officials (directors general and directors) were revised to avoid national influence. The primary criteria on senior appointments is merit and experience in decisions. Subject to this, the Commission has been respecting an adequate balance of nationalities and promoting a better gender balance. Also the role of the middle management was reinforced.

The Commission introduced a new appraisal system (Career Development Review, CDR). The aim was to make the administration more dynamic and more efficient by making it clear what was expected of staff through job descriptions and objectives, providing better feedback and basing promotion on merit. The CDR creates a closer link between objective annual assessments, a dialogue on the evaluation and promotions. The process is currently being reviewed, to ensure it meets its objectives in the most effective manner.

In the field of training, a policy of promoting lifelong learning was introduced. New mobility rules encourage staff to change their positions regularly. All officials have a non-binding benchmark of two to five years for remaining in the same post. Mobility is compulsory for sensitive posts (e.g. those dealing with the award of contracts, determining rights and obligations, award of grants, etc.) and for top and middle managers. As a general rule, senior officials are subject to mobility after 5 years and in any event cannot stay in a post for longer than 7 years.

HR Professionalisation Programme

A programme of continuous professional development for all members of the HR community in the Commission aimed at attracting, developing and retaining competent staff in the HR area by focusing on their individual learning needs within the framework of improved management practices in the Commission.

It is a Learning and Development programme covering

- twelve HR Knowledge Areas (e.g. Recruitment and Selection, Performance Management, Equal Opportunities, HR Planning):

- both generic HR content plus Commission policies, regulatory framework and practices including an overview of HR, and
- delivered at three levels: information, competence and proficiency.

The Programme is directed at all members of the HR community working in the Commission and those who are interested in a career in HR. It started in 2006 with overview courses and discussion with stakeholders, including the top management and Vice-President Kallas, and will in 2007 offer its first courses and workshops with all members of the HR community.

For further information:

http://ec.europa.eu/reform/2002/index_en.htm

Administrative simplification

The initiative "Let's simplify" was launched in mid 2006 by Vice-President Mr. Siim Kallas. It goes hand in hand with the European Commission's *Better regulation*¹ initiative within the Lisbon agenda.

"Let's simplify" is designed to modernise and simplify HRM-processes and internal services in the Commission and it is one step toward realising the vision of the Directorate General for Personnel and Administration about a HRM-administration placing *staff first*.

The Commission wants to cut "red-tape" for staff and give them more time to concentrate on core functions that add real value to the Commission, such as devising and implementing the policies that serve the European citizens. Simplification of procedures and empowerment of staff are in turn expected to result in more efficient and motivated staff in the long run.

The initiative targets HRM procedures and the internal HRM services provided by the Directorate General for Personnel and Administration and the three administrative Offices, i.e. mission expenses, allowances, HRM ICT system, the Commission's childcare facilities, administration of reimbursement of medical expenses, medical insurance, training etc.

The primary vehicles for simplification are improvement of ICT in the Commission and through simplification and the streamlining of procedures within the framework of the Commission's Financial Regulations and the Staff Regulations.

Administrative simplification is also linked to the development of the **e-Commission** project. In particular, the Commission has already taken a number of initiatives to implement leading web-based solutions in the areas of human resources and financial control. Digital technologies enable the Commission to exchange information more effectively, radically transforming the way it communicates within its services, its partner institutions and with civil society groups.

A Commission task-force with representatives from all Directorates General and chaired by Directorate General Personnel and Administration was established in May 2006 to steer the simplification process. The Task Force has set up a number of working groups responsible for different issue areas.

The "Let's simplify" initiative is user-driven and based on a bottom-up approach. Staff was invited by mail to submit suggestions to improve services and a "Let's Simplify" communication campaign was

¹ Better Regulation Action Plan COM(2002)278

launched. In addition, a webpage on the IntraComm was established to communicate effectively with staff and ensure their participation in the initiative.

The participatory approach has proved to be a success. During the consultation period (May-July) staff submitted more than 1000 suggestions on how internal services can be improved and simplified. These suggestions are now being studied by the taskforce, which will then establish a detailed work plan for the implementation of those suggestions considered worth pursuing.

For further information:

http://ec.europa.eu/governance/law_making/law_making_en.htm

http://ec.europa.eu/dgs/informatics/eocommission/index_en.htm

Transparency

To the Commission, the term of ‘transparency’ means that its procedures and actions must be open to public scrutiny.

Responding to the public

The Code of Good Administrative Behaviour has set rules aimed at guaranteeing a high quality service to the public. These include the right of every person to have his/her affairs handled impartially, fairly and within a reasonable time. Furthermore, the Regulation regarding public access to documents (2001) grants a right of access to Commission documents to any EU citizen.

Considerable improvements have also been made in enhancing European governance, establishing principles and minimum standards for public consultations (see the ‘Your voice in Europe’ website) and putting new emphasis on impact assessments for major legislative and policy-defining proposals in the Commission’s Annual Work Programme.

But transparency also has an internal application and requires effective communication between all levels of the administration, openness to new ideas and a readiness to accept criticism as a positive encouragement to do better.

European Transparency Initiative

This Commission is committed to delivering effective policies in the general European interest, to reconnect Europe with its citizens and close both the physical and mental gap that makes it difficult for people to understand what Europe does and why it matters. It is against this background, that Vice-President Kallas introduced the European Transparency initiative in response to calls from both public and private bodies from various fields of expertise. The aim is simple: to look at how the Commission can make Europe to speak for itself through greater openness and more effective tools.

The European Transparency Initiative has been adopted by the Commission on 9 November 2005, a Green Paper was published in May 2006 to launch a debate with all the stakeholders on how to improve transparency on the Community Funds, consultation with civil society and the role of the lobbies and NGOs in the European institutions’ decision-making process. The Commission is now writing a report on the consultation results, and the college of Commissioners will then decide on how to proceed.

In parallel with the Green Paper communication, the European Commission will continue its progress on transparency by taking concrete actions to improve its own transparency vis-à-vis Europe’s citizens. A central web portal has been created, acting as a single entry point, which will establish links to

information on end beneficiaries of funds under centralised management available at the level of the Directorates-General. Links will also be established between the Commission's central portal on the web and the websites of the Member States, where data on end beneficiaries under shared management can be found. Discussions will also be started at inter-institutional level to promote the EU's framework on professional ethic.

For further information:

http://ec.europa.eu/commission_barroso/kallas/transparency_en.htm

http://ec.europa.eu/transparency/index_en.htm

<http://ec.europa.eu/yourvoice/>

http://ec.europa.eu/grants/beneficiaries_en.htm

http://ec.europa.eu/public_contracts/beneficiaries_en.htm

Safeguarding professional standards and integrity

The Commission's most important asset is its staff. If working in an environment of shared values, staff will be motivated and proud to be part of the institution. However, no organisation is immune to the risk of untoward conduct on the part of individuals. This may range from officials who do not discharge their duties satisfactorily to staff who behave corruptly or fraudulently. Therefore the Commission has endeavoured to place the whole sphere of professional underperformance, discipline, wrongdoing and the reporting of wrongdoing on a new footing. The aim was to ensure that untoward developments are detected as soon as possible and that effective but fair and consistent disciplinary measures can quickly take effect.

Code of conduct for Commissioners

Commissioners are required to discharge their duties in the general interest of the Community and neither seek nor take instructions from any government or from any other body (e.g. not to engage in any other professional activity, whether paid or unpaid). The Barroso Commission adopted a code of conduct for Commissioners at its first meeting on 24 November 2004.

Disciplinary proceedings/wrongdoings

The disciplinary system within the Commission administration applies to serious wrongdoing, in particular corruption, fraud and conduct constituting a criminal offence under national law. More efficient disciplinary procedures have been established, as well as appropriate sanctions, for staff who are found to have broken the rules. The Commission is making major improvements to existing disciplinary procedures, including the creation of a permanent secretariat for the Disciplinary Board (to establish consistency).

European Anti-Fraud Office (OLAF)

In order to strengthen the means of fraud prevention, the Commission established the European Anti-Fraud Office (OLAF) by EC, ECSC Decision 1999/352 of 28 April 1999. The Office was given responsibility for conducting administrative anti-fraud investigations by having conferred on it a special independent status.

Whistleblowing

If staff in the course of their duties become aware of what they consider to be significant evidence of possible fraud, corruption or any other illegal activity, they must pass it on to clearly specified authorities whose duty will be to act on it. Staff has the same obligation to pass on evidence of unprofessional behaviour that could end in disciplinary or criminal proceedings. Obviously, people must not suffer in any

unfair or discriminatory way for whistleblowing. The Commission has put procedures in place that are fair to whistleblowers and protect their interests as well as those of people they accuse and identify.

Following-up on the success of an ethics day held in July 2006 to discuss principles and dilemmas with staff, more activities are planned on ethics.

For further information:

http://ec.europa.eu/reform/2002/sheet4_en.htm

http://ec.europa.eu/dgs/olaf/index_en.html

http://ec.europa.eu/dgs/personnel_administration/statut/tocen100.pdf

Sound Financial Management

When the previous Commission (1999-2004) took office, there was an overriding need to restore public confidence in the management of the European Union's budget and the control of expenditure. Problems had arisen because existing systems for financial management and control were too centralised for the volume and variety of transactions they had to handle and their very existence had led to the situation where no one in particular felt responsible for the transactions as a whole. The Reform has made procedures simpler, faster and more accountable by decentralising management and making it more transparent. To that effect, new financial regulations were adopted in 2002.

Simplifying rules

The key principles of reform in the area of financial management have been simplification, decentralisation and the taking of responsibility by departments. Rules have been simplified and made easier to understand and those who authorise expenditure are now responsible for their actions. Everyone involved in financial management and control has been made aware of his or her responsibilities.

Decentralising controls

The term 'decentralisation' has a particular significance in the context of financial controls because the traditional system provided that each transaction be approved by a centralised financial control. This was often far removed from the service managing the activity in question. Whilst putting controls on expenditure closer to the point of decision may increase their effectiveness, this had to be backed up by an incentive for managers to implement good quality control mechanisms. Empowerment, transparency and accountability are the keywords. The instruments are the internal control system, the Annual Management Plan (AMP), the Annual Activity Report (AAR) and the Annual Declaration on the part of each Director-General/Head of Service. The internal control system is the set of measures (with minimum standards defined at the level of the institution) put in place by the Director General to support the reasonable assurance that all is well. The AMP sets out, at the beginning of each year, the actions to be carried through and the associated risks. The AAR sets out the main achievements of the previous year. The Declaration attests to the financial management and to the effectiveness of the control systems in his/her department, and to the accuracy of the information contained in the Annual Activity Report. The Declaration also points out – in severe cases through formal reservations - any weaknesses and the related remedial measures taken or planned.

Strengthening accountability

Re-examining the organisation of controls has also led the Commission to re-think the very concepts underlying them. This has resulted in led to the adoption of a modern concept of controls, including a very powerful internal control self-assessment instrument for management. In particular, it involves looking far

beyond management's control activities related to each individual transaction. It embraces other components such as the control environment, risk assessment, information and communication, as well as monitoring.

Most often, authority has been delegated further down within departments so that, wherever possible, the person who decides that an action will go ahead is also the person who authorises the expenditure.

For further information:

http://ec.europa.eu/reform/financial/index_en.htm

Modern working conditions

A range of measures are in place to help ensure that working for the Commission is conducive to a healthy professional, personal and family life. These measures focus on modern working arrangements and a solid infrastructure of childcare and schooling. Many measures regarding parental/family leaves, maternity/paternity leaves and part-time work were introduced or improved when the new Staff Regulations came into effect in May 2004.

Modern working conditions to reconcile work and private life

Equal career opportunities require working conditions which make it possible to reconcile work and private life. For an international organisation this calls for particular employer responsibility, because it is often difficult for employees to fall back on childcare facilities or on family ties in the country of employment, in the same way as they can in their country of origin. Therefore the EU institutions have a dual responsibility to their staff: they must be both an employer and a 'substitute state', i.e. they must offer a specific social infrastructure.

Several arrangements regarding part-time work, parental leave, family leave, replacement of absent staff are also foreseen.

It is also planned to introduce teleworking on a small scale and new flexitime arrangements, which are easy to operate, are accessible without too much forward planning, and provide systematic and reliable recording of work time.

Equal opportunities

The Commission is committed to a strong policy of equal opportunities. This is enshrined in the Staff Regulations: *"In the application of these Staff Regulations, any discrimination based on grounds such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited"* (Article 1d).

Action programmes on equal opportunities between women and men have been run since 1988. The 4th Action Programme for equal opportunities for women and men for the period 2004-2008 is currently being implemented. Each year, a report is published to monitor the implementation of the Action Programme.

A code of good practice for employment of people with disabilities has been implemented since November 2003.

Racial discrimination of any kind is prohibited under the Staff Regulations and the mix of staff in the EU Institutions has to reflect racial and ethnic patterns of EU citizens. The Commission is currently working on a policy document on the subject. This should be released by the end of 2007.

A Commission Decision from April 2006 formalises the right to the respect of their personal dignity and the dignity of their position, and more specifically, the right to work in an environment free of all forms of psychological and sexual harassment.

Stable partnerships

Many Member States now give legal recognition to other forms of partnership outside traditional marriage, in particular homosexual partnerships. In the new Staff Regulations, unmarried officials living in a partnership legally recognised by a Member State, but who are not allowed to marry (basically homosexual couples), are treated like married officials.

For further information:

http://ec.europa.eu/dgs/personnel_administration/human_resources_en.htm

http://ec.europa.eu/dgs/personnel_administration/statut/tocen100.pdf

FINLAND

Public Sector Productivity Programme to Transfer to Implementation Stage in Finland

Safeguarding a balance in general government finances, as the age structure changes will require not only an improvement in employment and cost discipline but also an improvement in the productivity of public services and administration. Better productivity is also essential in order to guarantee growth opportunities for the whole economy. Without streamlining, the general government would need to employ almost every other young person coming onto the labour market in the future.

The Government has started its package of measures to improve productivity in general government. The aim of the project to restructure local government and services is to improve the productivity of services organized by the municipalities. Productivity by central government will be increased by measures to be carried out in all administrative branches, the aim being a permanent curb on the growth of expenditure, an increase in the scope for reallocating resources, a reduction in the need for personnel and an improvement in labour competitiveness. The decision on spending limits for central government finances for 2007–2011 confirmed the effect that productivity-improving measures will have on reducing the need for personnel throughout central government and in each administrative branch by 2011. The aim is for the labour requirement in 2011 to be, in all, 9,645 person work years fewer than at present. The reduction would be about 8 per cent of the present personnel and would mean on average that more than a third of the jobs vacated by natural attrition would remain unfilled. The reduction in the need for personnel made possible by an improvement in productivity has been taken into account in the budget proposal to the extent that the effects of the productivity projects concern 2007. As a result of the measures to improve productivity the number of state employees will fall by a total of 1,100 person work years from 2006 to 2007.

The aim is to produce the services in financial and personnel administration in all the administrative branches using the service centre operating model in 2009 at the latest. Using service centres as a basis will make it possible to increase the productivity and efficiency of the tasks in financial and personnel administration considerably, develop the quality of the operations and reduce the personnel resources in the production of the services. Procurement by the state will be made more efficient by concentrating purchases of the most significant common product groups and reducing overlapping activities.

There is a regionalisation programme of the government to be applied at the same time. Thus most of new service centers and new units will be located outside Helsinki metropol area in regional capitals.

There are financial incentives for the government institutions to improve productivity and take measures, consisting of structural and operational changes and better use of ITC. In average half of the expected savings produced by decreased staffing are left to the ministries. Investments are supported by extra financial grants in order to start the needed projects in proper time and scope. A “productivity agreement” including both investments and the expected savings, is signed by the ministers between Ministry of Finance and the receiving ministry.

In the Government the Ministry of Finance is responsible for the implementation the programme in cooperation with ministries and as part of the spending limits process and budget process.

There is an ongoing discussion and cooperation between the Ministry of Finance and the public sector unions on the issue. A new personnel policy strategy to be applied in productivity projects, based on common view between the parties, has been approved by the Government.

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FRANCE

Depuis le 1^{er} janvier 2006, la réforme budgétaire est en œuvre: la Loi organique relative aux Lois de finances (LOLF) du 1^{er} août 2001 entraîne une modification en profondeur de la gestion publique. A cette même date a été créée au sein du ministère des finances la Direction générale de la modernisation de l'État (DGME), chargée de la gestion publique, de l'administration électronique et des simplifications administratives, la Direction générale de l'administration est de la fonction publique (DGAFP) restant chargée de modernisation de la gestion des ressources humaines, auprès du ministre de la fonction publique.

1. La modernisation de la gestion publique

1.1. La réforme budgétaire au service de la performance

La Lolf qui fixe désormais le cadre de la discussion du budget de l'État transforme le cadre de l'action publique: les moyens de l'État sont fixés par politique, avec des objectifs et des indicateurs mesurant la performance de l'action du gouvernement. La gestion publique repose désormais sur la performance et les pouvoirs du Parlement sont renforcés grâce à une exigence de transparence dans l'utilisation de la ressource publique.

Cette nouvelle architecture budgétaire est pleinement en vigueur depuis le 1^{er} janvier 2006. L'objectif est désormais de poursuivre et d'approfondir la réforme budgétaire. La réussite de sa mise en œuvre est le résultat de l'effort conjoint conduit dans l'ensemble de l'État depuis 2002 et piloté par le Ministère chargé du Budget et de la Réforme de l'État.

L'élaboration du projet de loi de finances pour 2007 a permis de franchir une nouvelle étape pour la mise au point du dispositif de performance dans l'État :

- stratégies : mise en avant de la présentation stratégique de chaque programme;
- objectifs : réduction du nombre d'objectifs, élargissement au périmètre des dépenses fiscales;
- indicateurs : réduction de 9% du nombre d'indicateurs, amélioration substantielle du taux de renseignements des indicateurs sur le futur (92% contre 65 % au PLF2006);
- amélioration de la lisibilité des documents budgétaires par refonte complète de la maquette.

La prochaine étape, en juin 2007, sera le compte-rendu des résultats 2006, avec la production de RAP (rapports annuels de performance) accompagnant la loi de règlement 2006.

www.minefi.gouv.fr/performance/performance/etat/index.htm

www.minefi.gouv.fr/performance/loi/index.htm

www.minefi.gouv.fr/lolf/16_1.htm (anglais)

1.2. Les audits de modernisation

Les audits de modernisation de l'État, lancés en septembre 2005, sont une démarche novatrice. Ils s'inspirent à la fois des bonnes pratiques développées à l'étranger - notamment au Canada et au Royaume-Uni - et des grands programmes d'audits lancés dans le secteur privé. Les audits visent à évaluer des procédures, mais également des fonctions et des services.

Un an après sa création, le programme d'audits de modernisation est riche de 127 audits, couvrant un périmètre de plus de 120 milliards d'euros. La 5^e vague a été lancée le 17 octobre 2006. Dans un souci de transparence, les rapports des audits sont disponibles en ligne sur le forum de la performance. Les rapports des audits de la 4^e vague sont en cours de publication et les conclusions des audits des trois premières vagues sont en phase de mise en œuvre.

Le 13 juillet 2006, une circulaire du Premier ministre a précisé les nouvelles orientations de cette démarche : programmation mieux anticipée des audits, propositions de scénarios de mise en œuvre et mise en place d'un comité de pilotage des audits de modernisation.

www.performance-publique.gouv.fr

1.3. La politique immobilière

La **stratégie immobilière** de l'État lancée en 2005 vise trois objectifs :

- le rééquilibrage des finances publiques, par une accélération du rythme des cessions ;
- la contribution de l'immobilier à la réalisation de gains de productivité dans l'administration, par une professionnalisation de la fonction immobilière ;
- l'amélioration du cadre de travail des agents.

La fonction d'État-proprétaire, jusque là mal identifiée, a été confiée au Service France Domaine, opérateur immobilier de l'État, qui, au sein du ministère des finances, a vocation à être conseiller des administrations de l'État sur la pertinence de leurs projets.

Le projet de loi de finances pour 2007 comporte deux mesures qui confortent le cadre budgétaire de la gestion immobilière de l'État :

- le périmètre du compte d'affectation spéciale de la gestion immobilière de l'État créé en 2006 est renforcé ;
- après une expérimentation en 2006 sur trois ministères (Affaires Étrangères, Finances, Justice), les loyers budgétaires sont étendus à l'ensemble des ministères sur le parc de l'administration centrale.

www.minefi.gouv.fr/cessions/

1.4. L'optimisation des achats de l'État

En 2004 et 2005, six ministères volontaires ont établi un état des lieux et formulé diverses propositions en vue de développer la mutualisation, la standardisation et la professionnalisation de l'achat public.

Le code des marchés publics en France a été modifié par un décret du 1^{er} août 2006. Le nouveau Code 2006, dont les règles sont entrées en vigueur le 1^{er} septembre 2006, s'accompagne d'une profonde modification de l'organisation actuelle du recensement de l'achat public :

- la reconnaissance de spécifications techniques au service d'une meilleure définition des besoins ;
- l'introduction de nouvelles dispositions destinées à favoriser la dématérialisation des marchés publics ;
- des mesures visant à favoriser l'accès des petites et moyennes entreprises européennes à la commande publique ;
- des simplifications ou ajustements apportés au code des marchés publics adopté en 2004, au bénéfice des acteurs de la commande publique.

www.minefi.gouv.fr/themes/marches_publics/index.htm

www.marches-publics.gouv.fr

www.colloc.minefi.gouv.fr/colo_struct_marc_publ/index.html

1.5. Le développement des contrats de partenariat

En adoptant le 17 juin 2004 une ordonnance relative au contrat de partenariat, la France s'est dotée d'un nouvel outil qui s'inscrit à la fois dans la longue tradition française de l'association d'opérateurs privés à la réalisation de missions de service public, et dans le mouvement d'innovation marqué par le développement des partenariats public-privé en Grande Bretagne (PFI) et dans de nombreux autres pays européens. Le nouveau dispositif peut être mis en œuvre aussi bien par l'État et ses établissements publics que par les collectivités locales.

Une trentaine de projets d'investissement émanant de l'État sont en cours dans dix ministères, pour un montant total de près de 6 milliards d'euros, et environ quarante cinq dans les collectivités territoriales (ce dernier chiffre est en accroissement rapide). La fin de l'année 2006 devrait voir la signature de plusieurs d'entre eux.

La Mission d'appui aux partenariats public – privé (MAPPP), placée auprès du Ministre de l'économie et des finances, assiste les porteurs de projets, valide les rapports d'évaluation préalables lorsqu'ils émanent de l'État ou de l'un de ses établissements publics, développe les outils d'accompagnement et participe au parachèvement du cadre réglementaire.

www.ppp.minefi.gouv.fr/

2. Les démarches qualité et les simplifications administratives

2.1. Les démarches qualité

La Charte Marianne, charte générique de l'accueil des usagers, destinée à tous les services administratifs de l'État accueillant du public, vise à garantir la qualité de l'accueil sous ses différentes formes (physique, téléphonique, électronique, courrier). Elle repose sur cinq engagements clairement définis :

- un accès plus facile aux services publics ;

- un accueil attentif et courtois ;
- une réponse compréhensible aux demandes dans un délai annoncé ;
- une réponse systématique aux réclamations ;
- écouter pour mieux progresser.

La charte Marianne a été expérimentée en 2004 dans 6 départements puis généralisée en janvier 2005 dans tous les services locaux de l'État. Son déploiement s'est poursuivi en 2006 et plus de 2000 services la mettent désormais en œuvre. Lancé début 2006, un dispositif d'évaluation externe reposant sur le principe des « usagers mystères », a concerné plus de 1000 administrations. En parallèle, plusieurs administrations (services fiscaux, commerce extérieur, intérieur, défense) ont entrepris des démarches de garantie de qualité, reposant sur des dispositifs de certification (ISO ou référentiels spécifiques).

Le gouvernement a franchi une nouvelle étape avec la création d'un label Marianne qui garantit une mobilisation et une organisation permettant de répondre aux attentes des usagers. La délivrance et le contrôle du label seront opérés par un organisme indépendant, spécialisé dans la certification de service. Le label est obtenu pour une durée de 3 ans et fera l'objet d'un suivi au bout de 18 mois. Les 40 premiers sites pilotes seront accompagnés dans leur démarche de labellisation qui pourrait aboutir d'ici le premier semestre 2007.

www.finances.gouv.fr/presse/communiqués/budget/c0602101.php

2.2. Les lois de simplification administrative

La priorité donnée par le Gouvernement aux simplifications administratives s'est traduite par le vote en 2003 et 2004 de deux lois de simplification suivies de cent ordonnances simplifiant de nombreux domaines du droit.

Un nouveau projet de loi de simplification déposé en au Parlement le 13 juillet 2006 pour discussion à l'automne prochain, permet l'abrogation de 130 lois qui n'ont plus de justification. Le gouvernement travaille désormais sur une nouvelle étape consistant à limiter le flux de nouveaux textes par des règles obligatoires de concertation et d'évaluation préalables.

Le gouvernement poursuit également ses efforts pour freiner la multiplication des commissions administratives, avec pour objectif la suppression de 215 commissions jugées non utiles dans les ministères. 161 suppressions ont déjà été opérées ; l'objectif fixé en 2004 sera atteint.

De surcroît, le décret du 8 juin 2006 permet la révision des principes régissant le fonctionnement des commissions afin de renforcer les pré-requis nécessaires à leur création puis à leur maintien au-delà de cinq ans d'existence.

2.3. La qualité règlementaire

Ainsi que cela se fait dans la plupart des États membres de l'Union Européenne, le gouvernement français conduit depuis fin 2004 un programme de mesure et de réduction des charges administratives qui pèsent sur les entreprises, plus particulièrement dans le cadre des démarches nécessaires à leur activité. L'objectif est de réduire de 20 % le coût de l'ensemble des obligations.

A titre expérimental, 112 procédures, générant une dépense totale de 1,1 milliards d'euros pour les entreprises, ont déjà été étudiées. Parmi celles-ci, les 30 régimes les plus complexes et/ou les plus coûteux

ont été identifiés et mesurés non seulement en ce qui concerne le coût pour les entreprises mais aussi celui pesant sur les administrations (instruction et décision). Un plan de réingénierie sera élaboré fin 2006 pour être mis en œuvre en 2007.

Toujours à titre expérimental et se conformant à la méthodologie européenne, le gouvernement s'est engagé depuis septembre 2006 à mesurer 200 nouvelles obligations. Le coût au sein de l'administration et de l'entreprise va être prochainement mesuré. S'y ajoutera la mesure du coût pour l'entreprise généré par les délais de l'administration. Le plan de réingénierie de ces 200 obligations sera mis en œuvre courant 2007.

Enfin, en 2007, un inventaire complet des obligations sera effectué et de nouvelles mesures et réductions seront entreprises.

3. L'administration électronique

Le Programme gouvernemental ADELE (administration électronique) a organisé le développement de l'administration électronique en fonction de cibles (citoyens, entreprises, associations, collectivités). Outre les relations entre les usagers et les services de l'État, il a prévu la refonte des systèmes d'information des administrations ainsi que la réingénierie des processus.

<http://synergies.modernisation.gouv.fr/>

3.1. Un plan d'action coordonné

Le Plan d'action 2004-2007 s'appuie désormais sur un **schéma directeur**, qui :

- facilite la mutualisation technique et financière des projets ;
- favorise et garantit l'interopérabilité des systèmes d'information ;
- synchronise les travaux et offre une visibilité à long terme ;

Il s'inscrit enfin dans une perspective à plus long terme, à l'horizon 2010. 47 Initiatives thématiques (Archivage, Identité numérique, Gestion de la Relation, Développement informatique...) définies en concertation assurent ainsi un développement cohérent de l'administration électronique.

Le Schéma Directeur répond par ailleurs aux exigences de la réforme budgétaire inscrite dans la LOLF : il permet en effet de rationaliser les investissements, d'assurer leur pérennité et il contribue ainsi à la poursuite des objectifs de performance publique. Le pilotage de la stratégie ADELE est conforté par l'utilisation de Mareva (Méthode d'Analyse et de Remontée de la Valeur), outil d'aide à la décision, destiné aux décideurs, qui permettra l'évaluation préalable d'un projet, sa pertinence, et le suivi de sa mise en œuvre.

En parallèle, l'ordonnance du 8 décembre 2005 a adapté le droit administratif à la généralisation des téléservices : équivalence entre courriers papiers et dématérialisés, signature électronique, règles de sécurité et d'interopérabilité.

3.2. Le développement de nouveaux services

Les services en ligne suivants font partie des chantiers les plus récents en matière d'administration électronique. Ils ont été ouverts récemment ou sont en cours d'ouverture :

- **Les formalités administratives en ligne** : conformément à la demande du Président de la République et du Premier Ministre, 600 procédures administratives pourront être totalement réalisées en ligne d'ici fin 2006 et 900 le seront en 2007.

<http://adele.service-public.fr/guideparticuliers-260905.pdf>

- **Le portail personnalisé « Mon.service-public »** : il s'agit du projet le plus important et le plus structurant du Programme ADELE qui vise à offrir à chaque usager un accès personnalisé et sécurisé à l'ensemble des services électroniques mis en place par les administrations. Ce portail personnalisé et sécurisé sur lequel les usagers pourront suivre l'état d'avancement de leurs dossiers et stocker des formulaires ainsi que des informations personnelles, des documents et pièces administratives au format électronique nécessaires dans le cadre des téléprocédures, sera disponible à l'été 2007.
- **La dématérialisation des marchés publics** : une plateforme interministérielle d'automatisation des procédures de marchés publics a été développée ; elle est opérationnelle depuis le 1er janvier 2005.

Ce système, qui satisfait aux obligations du Code des marchés publics, répond à plusieurs objectifs :

- la réduction des délais et des coûts pour les achats publics (à hauteurs de 5 à 10% de la dépense, soit 600 millions à 1,2 milliards d'€ par an) ;
- la modernisation de l'achat public ;
- l'optimisation des processus.

Les premières statistiques de progression de la dématérialisation seront disponibles d'ici le second trimestre 2007.

Par ailleurs, le Minefi, en association avec EdiBuild et la FNTP ont décidé de lancer un label de qualité, dont l'objectif est d'attester que les dispositifs techniques et organisationnels des plateformes sont conformes au Code des marchés publics en terme de sécurité, d'ergonomie et de performance.

Enfin, le Plan d'action i-2010, conformément à l'engagement des ministres européens à Manchester le 24 novembre 2005, a fixé des objectifs ambitieux en faveur de la dématérialisation des marchés publics pour 2010 :

- 100% des marchés publics seront accessibles en ligne
- au moins 50% des marchés publics formalisés seront passés par voie électronique.

www.marches-publics.gouv.fr/

www.minefi.gouv.fr/daj/marches_publics/vademecum/vmdemat.htm

<http://observatoire.info/>

- **Les relais de services publics** : guichets polyvalents, ils offrent au public, en un lieu unique, la possibilité d'obtenir des renseignements sur les démarches administratives, de les réaliser en ligne et de bénéficier d'une aide à la constitution de dossiers. Opérationnels depuis septembre 2006 dans deux départements français (Nièvre et Gironde), ils seront déployés progressivement en fonction des besoins identifiés par les préfets et les élus locaux.

- **ProDouane, le bureau de douane en ligne** : destiné aux professionnels, ProDouane est la plateforme de services sur laquelle les opérateurs accomplissent les formalités administratives concernant la logistique, le dédouanement et la fiscalité indirecte. Fin 2006, il deviendra le point d'accès unique aux 40 téléservices douaniers, qui permettra de traiter un volume de 30 millions de déclarations annuelles.

3.3. La promotion de normes et de standards communs : le Référentiel Général d'Interopérabilité et le Référentiel Général de Sécurité

La stratégie d'administration électronique, qui permet d'améliorer et de simplifier les relations entre l'administration et les usagers, a également des incidences très importantes sur la modernisation du fonctionnement interne de l'État. Afin de renforcer la coopération entre les administrations, il est nécessaire de mettre en œuvre l'interopérabilité de leurs systèmes d'information. Dans cette perspective des règles communes doivent être élaborées et inscrites dans des référentiels qui s'imposeront aux services de l'État.

Adossé à un texte réglementaire, le **Référentiel général d'interopérabilité** (RGI) s'imposera aux principaux intervenants des administrations de l'État : décideurs, chefs de projets et experts en systèmes d'information. Le RGI constituera par ailleurs un cadre de référence pour les citoyens et les entreprises dans leurs relations avec l'administration.

L'interconnexion des systèmes, favorisée par le RGI, ne doit pas se faire au détriment de la sécurité. Dans ce souci, le **Référentiel Général de Sécurité** (RGS) spécifie l'ensemble des règles que doivent respecter les fonctions de sécurité (identification, authentification, signature...) pour chaque application.

Le RGI sera officialisé par arrêté au premier semestre 2007. Le RGS fera également l'objet d'un texte réglementaire d'ici la fin de l'année 2007.

www.legifrance.gouv.fr/texteconsolide/AAFAU.htm

4. La gestion des ressources humaines

Le ministère de la fonction publique s'attache à donner un nouveau cadre à la gestion des agents de l'État en demandant à chaque ministère de mettre en place un schéma stratégique de gestion des ressources humaines, intégrant la gestion prévisionnelle des effectifs, des emplois et des compétences. Ces schémas sont présentés par les ministères lors de conférences annuelles de gestion prévisionnelle des ressources humaines.

Il a également engagé, depuis plusieurs années, la convergence des systèmes d'information assurant la gestion des agents et la collecte des données les concernant. Enfin, un répertoire interministériel des métiers de l'État a été élaboré.

4.1. La mise en place de conférences annuelles de gestion prévisionnelle des ressources humaines

La circulaire du 31 janvier 2006 représente une étape importante de l'évolution de l'État dans ses modalités de conduite de changement. En effet, l'organisation annuelle des « **conférences de gestion prévisionnelles des ressources humaines** », expérimentée en 2006 avec sept ministères volontaires, définit **un nouveau cadre de gouvernance d'ensemble de la fonction publique de l'État**.

Il s'agit, sur la base de **schémas stratégiques de gestion des ressources humaines** établis par les ministères, d'examiner les stratégies pluriannuelles au sein desquelles ils inscrivent leur action, ainsi que la

cohérence de ces stratégies avec la politique générale de GRH portée par le ministère de la fonction publique.

Cet examen donne lieu, lors des conférences, à un échange approfondi entre le direction générale de l'administration et de la fonction publique (DGAFP) et les secrétaires généraux et DRH des ministères sur chacun des points détaillés dans les schémas stratégiques, ce qui permet de les **mettre en cohérence dans une perspective globale et pluriannuelle**, d'anticiper les contributions de chacun aux dossiers en cours et de procéder au **recensement des meilleures pratiques** en vue d'une mutualisation au sein de l'État. Les engagements réciproques pris en conférence sont relevés dans un document signé par le DGAFP et par le secrétaire général ou DRH du ministère.

La première expérimentation du dispositif a été menée du 27 mars au 9 mai 2006 avec sept ministères volontaires (Agriculture, Culture, Défense, Équipement, Intérieur, Santé, Travail). Les schémas stratégiques d'évolution de la gestion des ressources humaines, qui ont servi de cadrage aux travaux des conférences, étaient organisés autour de trois axes :

- la **stratégie** (gestion prévisionnelle des emplois, des effectifs et des compétences, démarches métiers) ;
- l'**organisation** (organisation et performance des fonctions RH, organisation du cadre de gestion des fonctionnaires, dialogue social) ;
- les **processus** (recrutement, gestion des carrières, gestion des rémunérations).

Cette expérimentation a permis d'initier un véritable **dialogue de gestion qui sera généralisé en 2007 à l'ensemble de la fonction publique de l'État**, permettant la contractualisation d'engagements réciproques entre les ministères et la DGAFP en vue d'une meilleure cohérence de la politique de gestion des ressources humaine menée au sein de l'État.

Au-delà de cette recherche de cohérence, il s'agit pour la DGAFP, à l'échelon interministériel, de mieux remplir sa mission d'animation d'une politique d'ensemble de la fonction publique et de conduite du changement dans un cadre souple permettant la **co-élaboration des réformes au plus près des attentes des gestionnaires ministériels**.

<http://www.fonction-publique.gouv.fr/rubrique213.html>

4.2. Le projet interministériel Systèmes d'information des ressources humaines (SIRH)

Le projet interministériel SIRH (Systèmes d'information des ressources humaines) conduit par la DGAFP et la DGME dans le cadre du plan d'action de l'administration électronique, poursuit plusieurs objectifs complémentaires :

- accompagner les ministères dans l'évolution de leur SIRH et les aider dans la mise en œuvre de la GPEEC et de la LOLF ;
- harmoniser les SIRH des ministères, renforcer leur cohérence et leur interopérabilité, faciliter la consolidation nationale des informations et faire collectivement des économies de moyens ;
- mettre en place un infocentre pour consolider les informations issues des trois fonctions publiques et aider la DGAFP à piloter les politiques interministérielles et plus largement les politiques fonction publique.

Le projet comprend quatre chantiers :

- l'élaboration de référentiels communs afin de créer et entretenir une base des connaissances GRH de la fonction publique (à compter de 2003) ;
- établissement de spécifications fonctionnelles et techniques communes à tous les SIRH du secteur public (« noyau commun ») (à compter de 2004) ;
- la livraison d'une version "mutualisée" du noyau commun aux ministères qui n'ont pas encore choisi de progiciel de gestion intégré (ERP) (en cours) ;
- la mise en place d'un système décisionnel concernant les trois fonctions publiques (« Infocentre 3FP »). Il permettra de mettre à la disposition des ministères et des fonctions publiques territoriale et hospitalière des données cohérentes et des outils d'analyse performants leur permettant de développer leur démarche de GPEEC (en cours).

En 2006, la mise en place d'un "pôle interministériel de compétences SIRH" viendra compléter le dispositif. www.fonction-publique.gouv.fr/article387.html

4.3. Le répertoire interministériel des métiers de l'État (RIME)

De nombreux ministères, la fonction publique territoriale et la fonction publique hospitalière ont déjà des répertoires des métiers, certains d'entre eux depuis plusieurs années. Pour l'ensemble de la fonction publique de l'État, le ministre de la fonction publique a donc décidé en 2005 l'élaboration d'un Répertoire Interministériel des Métiers de l'État (RIME). Ce répertoire va être publié dans les prochaines semaines au terme d'une dernière phase de concertation avec les organisations syndicales. Il identifie et décrit plus de 230 emplois de l'État.

L'objet du RIME, outil de référence interministériel, est :

- d'assurer une meilleure transparence à l'égard des citoyens sur ce «que font les agents de l'État», et de mieux valoriser le travail effectué par ces derniers;
- de rendre les besoins en compétences de l'État plus facilement appréhendables par le marché du travail et l'appareil de formation ;
- de favoriser une gestion dynamique des ressources humaines (GRH) :
 - en ajoutant une dimension qualitative à l'expression des besoins en personnels ;
 - en identifiant les emplois qui peuvent être communs à plusieurs ou à l'ensemble des ministères pour construire, par exemple, des parcours professionnels plus ouverts et plus riches.

Sont concernés par ce répertoire interministériel tous les emplois de l'État : les emplois occupés par les personnels titulaires, mais aussi ceux tenus par les contractuels, qu'ils soient civils ou militaires. Deux millions et demi de personnes sont concernées.

En tant qu'outil de connaissance, le RIME s'adresse à de nombreux utilisateurs :

- les citoyens et leurs représentants peuvent y trouver des éléments de transparence sur l'emploi public;
- les agents de l'État et des autres fonctions publiques peuvent avoir une vision plus complète et plus précise des emplois existants et orienter leurs carrières en conséquence;
- les organisations syndicales peuvent utiliser cet outil pour leurs réflexions sur l'emploi public;
- le marché du travail peut également repérer plus facilement les caractéristiques des besoins en emplois de l'État;
- l'appareil de formation initiale peut tenir compte des besoins en compétences exprimés;
- les ministères et les opérateurs publics peuvent élargir le champ de leur GRH;
- le ministère de la Fonction publique a à sa disposition un outil d'analyse et de prospective de l'emploi public.

www.fonction-publique.gouv.fr/article389.html

www.fonction-publique.gouv.fr/article548.html

GERMANY

1. Government Programme

Focused on the Future: Innovations for Administration

On 25 April 2006 the programme “**Bureaucracy Reduction and Better Regulation**” was adopted. Amongst other things, the federal government undertook to identify, measure and reduce administrative costs on the basis of the standard cost model. In addition, the federal administration is invited to initiate **further measures to remove avoidable bureaucracy for citizens as well as businesses**. The federal government’s aim is an innovative, effective and efficient administration.

For this reason, the Federal Cabinet adopted the programme *Focused on the Future: Innovations for Administration* including the *E-Government 2.0* programme on 13 September 2006.

With the government programme *Focused on the Future: Innovations for Administration* including the *E-Government 2.0* programme, the federal government lays the foundation, in an overall strategy, for the public administration to become more effective, service-oriented, efficient and innovative. The government programme sets out the primary goals in the fields **staff, management, organisation** and **e-Government**. The aim is to dovetail these fields to a greater extent through common reform goals and focal issues as well as phased reform activities.

Key elements of the programme

- a. The administration is faced with enormous changes. This process presupposes an **innovation-friendly administrative culture**. Staff will have to support this reform process. The senior management is responsible for initiating, managing and implementing the modernization aims.

Also against the background of demographic change, **life-long learning** will become ever more important in order to further develop the technical, methodical and social competencies of all staff in line with relevant requirements. A modern **collective bargaining and public law** creates the incentives and perspectives for career development.

- b. The administration’s efficiency essentially depends on the senior staff’s ability to manage staff and financial resources with respect to results, effects and cost-efficiency at the time.

A **basic modernisation of budget and accounting** is being reviewed which will look intensively into options of how to set up and apply a business-oriented accounting system.

A more efficient and effective policy implementation is achieved by using available funds where their effect – measured against aims – is the greatest. In this process, management staff is supported by **strategic controlling**.

- c. The state and administration must restrict themselves to their **key tasks**. A **regular review of tasks** is necessary which in particular calls into question outdated methods, structures and processes of administrative activity and the associated usefulness and implementability of state

regulations and which reorganises public co-operation against the background of rapid technological change across ministries and offices.

- d. Rapid technological change enables a “**new administration**”. The centralisation of IT and service functions, Internet-based and mobile communication as well as consistent IT-based process optimisation provide for new administrative procedures.

Procedures must no longer be looked at from a functional view but rather in terms of processes involved. The primacy of responsibility must be replaced by a common orientation on aims and effects. Uniform contact partners in the administration for citizens and business are to be established.

- e. **Shared service models** are a good example of cooperation beneficial to all parties involved. The pooling of similar, internal service functions of various authorities in an independent service centre lead, via standardisation and consolidation, to substantial cost savings, and reduce causes of errors, and, thanks to a modern communications infrastructure, provide for a faster and more professional service. Pooled processing in the field of personnel management, financial management and accounting, information technology and bonus/grant procedures can be performed by a 50% reduction in efforts required, as is illustrated by examples from the business community and administration.

2. Prevention of corruption

1. The Federal Government Directive concerning the Prevention of Corruption in the Federal Administration, in its version of 30 July 2004, sets out the specific measures to be taken in a very practice-oriented manner. This directive contains essential elements of the prevention strategy of the Federal Government:

- Systematic implementation of the principle of greater scrutiny and personnel rotation (every five years as a rule; if this is not possible in exceptional cases, a report must be written and compensatory measures must be taken)
- Identification of areas especially prone to corruption
- Special basic and further training programmes for superiors and staff in sensitive fields of work
- Establishing contact points in supreme federal authorities as contact partners for staff, citizens and heads of offices, even without the obligation to use official channels, and for advice and information.
- Greater awareness-raising of staff for borderlines between what is allowed and what is not allowed.
- Efficient controls.

Since 7 July 2004 a Code of Conduct against Corruption for all Staff Member and Guidelines for Superiors and Heads of Authorities to Exercise Consistent Supervisory Control has also been incorporated into the Directive. In addition, there are recommendations on individual provisions of the Directive intended to facilitate its implementation. Additional information aids are currently being drawn up to this effect. Since 2004 preventative work has above all been

focused on identifying particularly sensitive areas in abstract terms and on subsequent risk analyses as well as general campaigns to raise the awareness of all staff members concerned and on increased information and basic and advanced training of staff in particularly sensitive fields.

In the ministries and other authorities of the federal administration, newly recruited staff are informed about the dangers of corruption and the severe consequences of corruptive behaviour under public service law and labour law in intra-house training and special courses. In addition, intra-house electronic information systems are used to deal with this issue on a regular basis. Measures in the context of exercising supervisory control are also being increasingly used as an instrument of effective prevention of corruption. In addition, the regular exchange of experience has been intensified with those entrusted with the task of preventing corruption. The Federal Ministry of the Interior follows and evaluates the implementation of the directive in supreme federal authorities and their subordinate offices. Since 2005 the Federal Ministry of the Interior has submitted annual reports about the results and the development of measures on the prevention of corruption in the federal administration to the German Bundestag.

2. Since 11 July 2003 the General Administrative Regulation to Promote Activities by the Federal Government through Contributions from the Private Sector (sponsoring, donations and other gifts) adopted by the Federal Government has provided for transparency of sponsoring to the federal administration which is solely admissible outside executive or freedom-restricting administration anyway. Sponsoring, for instance, is allowed to organize representative events to portray the Federal Republic of Germany towards foreign countries, to support public relations, and in campaigns aimed at health education. Currently, supplementing recommendations are being drawn up on the administrative regulation; the aim is to provide individual users with additional explanatory information to implement this provision and to standardize practical application, because relevant cases vary widely. Since 2005, the Federal Ministry of the Interior has submitted a report to the German Bundestag and the public about sponsoring to the federal administration every two years.
3. For the Directive on the Prevention of Corruption and the Administrative Regulation on Sponsoring as well as other essential and relevant provisions please click [Texte zur Korruptionsprävention](#) on the BMI's homepage.

3. Reduction of Bureaucracy

Measures to reduce bureaucracy

Measuring and reducing administrative costs; controlling the identification of standardized disclosure requirements in acts, ordinances and administrative regulations of the BMI with effects on the business community, citizens and administration (concluded for national provisions by the end of October 2006, concluded for provisions based on EU law by the end of 2006); initiating simplification measures.

Amending the Joint Rules of Procedure of the Federal Ministries (GGO) to involve the Judicial Review (Regulatory Impact) Council in the preparation of draft acts of the Federal Government and introducing measurements of administrative costs

Amending the GGO is necessary to ensure the involvement of the Judicial Review (Regulatory Impact) Council in the preparation of draft acts by the Federal Government and to provide rules for the relevant procedure. In addition, the measurement of administrative costs of new regulatory projects by the ministries is stipulated. Conclusion presumably in the autumn of 2006.

Drawing up a checklist for better regulation

The checklist for better regulation is designed to outline the results of regulatory impact assessment, measurement of administrative costs, review of new acts etc. in a transparent form. In the future the checklist must be enclosed in cabinet submissions. Drawing up these lists goes back to the cabinet resolution on bureaucracy reduction of 25 April 2006. Conclusion presumably in the autumn of 2006.

Guidelines for Preparing Legal Provisions and Administrative Regulations

The Guidelines issued by the Federal Ministry of the Interior in 1992 is being updated and revised with the aim of achieving a practice-oriented work tool. Conclusion presumably early 2007.

ICELAND

Reforms in Iceland

In a paper prepared for the ministerial meeting of the Public Governance Committee in November 2005 we described many reforms that are in the implementation process. These matters are all following the traditional path of incremental implementation and there is nothing new to report about them yet. So we just want to give a brief overview of one new initiative that is in the planning stages at this moment. The aim of this new initiative is to bring together various reform initiatives into one reform policy and action plan that will be an umbrella over other public sector reforms, for example the ones that were highlighted in our paper that was submitted before the ministerial meeting last November. This new initiative is called Performance Oriented Public Administration and will be officially launched this October 2006.

The performance oriented public administration

In the mid 1990s the government initiated a reform program called restructuring the public sector. Under that initiative the budget process was changed to frame budgeting, performance contracts were implemented and large privatisation effort was executed to name just a few initiatives. Also there was a change in legislation with new Administrative procedures act, Access to information act, Civil service act, Financial management act and improvements in the procurement legislation.

Now the government is preparing this new reform program to follow up in restructuring the public sector reform program under the slogan Performance Oriented Public Administration. Its aim is primarily to keep up momentum for continuous performance thinking in the public sector. It therefore does not put many new initiatives on the arena but involves already launched reforms that are aimed at internal government such as further developing performance contracts, performance oriented financial management and personnel policies it will look at citizens rights that might result in establishing citizen charters, better services, enhance public procurement and improvements of the governments role as a buyer with service contracts along with better regulation and aims to reduced administrative burden. This initiative also focuses on the structure of the public sector and to make it more flexible with out loosing sights on accountability and control. It is also expected to pay special attention to central government – the ministries them self – as they have not been reformed in the same way as the government agencies have.

At this stage it is not timely to go into much detail about this planned reform programme but it will incorporate work that is already under way plus new initiatives.

ITALY

Department for Public Administration – Updates on Modernization Initiatives in the Fields of Better Regulation, Human Resources Management and Public Services Quality

Better Regulation Initiatives

In Italy, the Department of Public Administration promotes actions and projects of administrative innovation and regulatory reform, aimed at improving the quality of public services and at reducing the administrative burdens.

This strategy has recently been re-launched, in the framework of the Lisbon strategy, given the important factor public administration and better regulation can play to improve economic growth and competitiveness.

With the new Italian Government (since May 2006), under the political leadership of a single Minister responsible for Reforms and Innovations in Public Administrations, an overall better regulation strategy is envisaged, to be monitored and updated every year. One of its primary objectives is to reinforce better regulation and simplification strategies, through better coordination, process reengineering and full use of e-government solutions in administrative procedures, reorganization of public structures, training and performance management systems linked to simplification objectives. In recent years, the Department of Public Administration has supported training and technical assistance programmes for public administrations at stataal, regional and local levels, also specifically focused on better regulation (255 trained civil servants since 2003 and assistance for RIA 14 pilot projects in 10 Regions).

A reform of the training system is currently under preparation, aimed at creating a single national agency for the training of civil servants.

A Unit for Simplification and Better Regulation has been created, to coordinate the codification and regulatory simplification process and consult with stakeholders.

A Protocol between the Department of Public Administration and the Association of Industries and Businesses (Confindustria) has also been signed, to promote consultation mechanisms and administrative burden measurement programmes.

Programme for the Measurement of Administrative Burdens

The Department of Public Administration in collaboration with the Italian School of Public Administration is completing its first programme to test the Standard Cost Model.

The Method is being applied on 25 cases of permits and other administrative obligations for the exercise of business activities, in different economic sectors, such as road and naval freight, mills for olive oil production, privacy regulation on banks, and PMI, public procurements, and TVA.

The areas have been selected in agreement with the competent administrations and with business organisations. For each case, data have been provided by up to 25 enterprises through ad hoc questionnaires.

For example, a pilot measurement has been undertaken on EC, statal and regional regulation concerning the production and selling of vegetables (nurseries).

The results of the measurement show a total annual burden of 3 million euros - 63% for storing documents and 35% for sanitary controls. The survey has also indicated that a number of regulatory requirements could be simplified, without altering the expected sanitary objectives. The final results of the Programme will be available by October 2006.

Data Base On Public Management And State Administrations Organisation (Dardo)

In the context of a transparency process of public administration, the Department for Public Administration - Office for the personnel of public administrations - is realizing a data base in order to provide a detailed and organized mapping of State administrations and to record all data and information concerning public managers, including the higher levels of administrations.

The data base aims to respond to specific needs:

- legislative, to assure data and information concerning the organizational chart of State administrations, permanent and temporary managerial staff, managerial appointments, mobility, leave;
- organizational, to identify the structure and the organizational chart of State administrations;
- programmatic, to provide general and specific information concerning public managers, also finalized to offer a decisive support in the planning activity with regard to recruitment, mobility, determination of the organizational chart and reorganization of the administrative structures.

The data base permits to centralize many data and information concerning managers and State administrations that, if existing, are presently diffused in the specific web sites of each administration.

In addition, the data base assures an important on line service to qualified users belonging to administrations and also to citizens.

Data and information contained in the data base concern the management, with specific regard to the level (first or second level), the appointments, the list of managers coming from outside public administrations and particular temporary juridical positions.

As far as information concerning administrations, the data base contains the organizational chart, including political and staff appointments.

The data base can be consulted, beginning from the mid of November 2006, on the internet web site of the Department for Public Administration.

Information contained in the data base can be implemented directly by each administration entering a reserved area through a specific password. General users can accede only to the public section of the data base.

The data base is projected and developed for State administrations, but in the future, through limited changes, it can be adapted to receive data from other public administrations and from non-managerial personnel.

References

The public area of the database on public managers can be consulted, beginning from the mid of November 2006, on the internet web site of the Department for Public Administration (www.funzionepubblica.it)

Cantieri Programme

The *Cantieri* programme was launched in 2002 to provide **co-ordinated central government support for innovation in the public sector**. The programme is administered by the Office for Public Sector Innovation (Ufficio per l'Innovazione delle Pubbliche Amministrazione - UIPA) within the Department for Public Administration (Dipartimento della Funzione Pubblica - DFP) which has overall responsibility for public sector modernization.

Among many initiatives and actions, *Cantieri* has produced a wide range of publications on public sector innovation including case studies, in-depth analyses, research reports and practical guidance manuals on specific aspects of public sector modernization. All publications are provided free on request to public bodies, and can be downloaded in full from the *Cantieri* website (www.cantieripa.it).

The most recent publications are the 5 manuals on Developing a Positive Organisational Climate, Strategic Outsourcing in the Public Sector, Competency Based Human Resource Management, State Agencies – Institutional and Organisational Models, Strategic Planning for Local Development.

Developing a Positive Organisational Climate

The manual **Developing a Positive Organisational Climate** sets out a methodology for analysing and improving the organisational climate in a variety of public sector contexts. It provides analytical tools to guide this kind of action-research in public sector work environments, and is illustrated with real-life examples of projects undertaken in a range of Italian administrative bodies. Both the tools and the examples will be valuable for all those seeking new ways to motivate and value staff and to create positive and productive workplaces.

In March 2005 *Cantieri* introduced a further development in supporting good practice with the launch of the “**Organisational Climate Kit**”. The Kit provides public sector bodies with a full range of tools (**model staff survey, tailor-made software package, guidance manual**) for analysing the organisational factors which influence productivity, staff wellbeing and the quality of services, and for developing solutions to create a more positive organisational climate. The Organisational Climate Kit has been distributed to 365 Public sector organisations.

Strategic Outsourcing in the Public Sector

The outsourcing of services by public sector organisations is a growing phenomenon. The manual **Strategic Outsourcing in the Public Sector** aims to provide public sector managers with an analytical framework to thoroughly evaluate the implications of a strategic approach to the outsourcing of services and business processes. At the same time, the volume has a strong practical focus, placing emphasis on the more operational aspects of the outsourcing process: decision-making processes, delegation procedures, managing relationships with suppliers, and quality control.

Competency Based Human Resource Management

Modernisation and change in the public sector cannot be achieved without the involvement of employees. Developing shared goals and focusing on workers' motivation thus become a central focus for management. The manual **Competency Based Human Resource Management** is intended to guide public sector managers to look beyond the definition and evaluation of public policies, and to pay special

attention to the ways staff members are involved in specific work processes and integrated in the organisation's activities to maximise the contribution and unique value of each individual.

State Agencies – Institutional and Organisational Models

The manual **State Agencies – Institutional and Organisational Models** presents a study of the characteristics of Italian public sector agencies based on the comparative evaluation of the evolution of state agencies in OECD countries. The key dimensions of a state agency, such as structural disaggregation from the related public body, operational autonomy and the performance contracting relationship, are analyzed in depth in ten case-studies drawn from across government at central, regional, and local levels.

Strategic Planning for Local Development

Strategic Planning at territorial level is currently considered to be amongst the most efficient tools available to local administrations in fulfilling their institutional role as leaders and promoters of local development. The manual **Strategic Planning for Local Development** offers practical guidance for local authorities in preparing, implementing and evaluating the effectiveness of a strategic plan for their local area. The manual emphasises in particular two key elements. Firstly the value of a robust analysis of the problems and opportunities facing the area, which enables the development of more responsive and effective public policies. Secondly the adoption of participatory processes which help to create constructive relationships between local bodies and their stakeholders and develop inclusive decision-making processes which facilitate the contribution of all stakeholders to local development.

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JAPAN

Regulation Reform

On December 21, 2005, Council for the Promotion of Regulatory Reform (CPRR) made public “Second Report on the Promotion of Regulatory Reform and the Opening Up of Government-driven Markets for Entry into the Private Sector”, which included immediate, full-scale introduction of market testing, establishing regulatory review criteria such as Regulatory Impact Analysis (RIA) and so on. The summary of the Report can be obtained on our website stated below.

http://www.kisei-kaikaku.go.jp/publication/2005/1221/item051221_01e.pdf

On March 31, 2006, the “Three-year Plan for the Promotion of Regulatory Reform (Further Revised Version)” was decided by the Cabinet to reflect the requests and opinions from the public (including from abroad) as well as the results of the Second Report.

On July 31, 2006, CPRR compiled “Interim Report on issues intensively to be considered for the Promotion of Regulatory Reform and the Opening Up of Government-driven Markets for Entry into the Private Sector”. The report recommended the promotion of regulatory reform in the six areas of broadcasting & communication, education, childcare service, immigration control, financial services, regulatory review criteria. In December, 2006, the final report including various things other than the six areas is going to be issued.

Since FY2006 is statutorily final year for CPRR, sunset clause based organization, GOJ will consider a succeeding promotion system for overall regulatory reform and compile a definitive plan by the end of March 2007.

Reform of the Remuneration Structure

: To be adopted incrementally over a five-year period from FY2006

In the National Personnel Authority Recommendation of August, 2005, the NPA gave an overall picture of concrete measures and schedules toward completion, etc. regarding improvements of salary and allowance systems as a whole. The gist of reform is as follows:

- Reviewing allocations among regions in order to reflect local wages in remuneration for national public employees.
- Restraining the pay step increase according to seniority, and transition to the salary structure corresponding to duties and responsibilities.
- Reflection of performance in remuneration.

Among these reforms of the Remuneration Structure, the matters which have been implemented based on the NPA's recommendation since April, 2006 are as follows. Other matters will be implemented incrementally over a five-year period until 2010.

In order to better reflect the regional differential in private sector wages in the remuneration of public employees, considering regions where private sector wage levels are low, the salary level of public employees was reduced by an average of 4.8% on the whole. In regions where private sector wage levels are high, the area allowance from 3% to a maximum of 18% is to be furnished.

Based on the review of the basic salary curve (aimed at flattening the basic salary curve) the pay step increase according to seniority was restrained. Specifically, while the salary level as a whole was reduced by 4.8% on average, the salary level of middle and upper age groups was reduced by 7% without any reduction for salary levels of young employee groups.

In order to better reflect the actual work performance in the salary increase, the existing pay steps were divided into four parts, and the regular step increase and the special step increase were consolidated into a new one.

As for the Diligence Allowance (bonus), it was revised so that it reflects performance more appropriately.

Introduction of the legal obligation of RIA

Based on “Three-Year Program for the Promotion of Regulatory Reform” (Cabinet Decision of March 19, 2004), each Administrative Organ has been implementing RIA on a pilot basis following a guideline issued by the Cabinet Office.

Alongside these trials, “Important Policy of Administrative Reform”(Cabinet Decision of December 24, 2005) and “Three-Year Program for the Promotion of Regulatory Reform (further revised)”(Cabinet Decision of March 31, 2006) requested Ministry of Internal Affairs and Communications (MIC) to take necessary measures to introduce the legal obligation of RIA under the framework of the Government Policy Evaluation Act (GPEA) within FY2006.

MIC is preparing necessary legal measures and considering a scheme to improve the quality of RIA in the Japanese government.

The Public Comment Procedure

The Revised Administrative Procedure Law, which includes the legislation of the Public Comment Procedure, was enforced on 1st April 2006.

The revised law includes the following contents:

- a) Ministries and Agencies must publish draft Cabinet Order or draft Ministerial Order, etc., and receive the comments from the public during a period of more than 30 days;
- b) When the public comment period is not more than 30 days, Ministries and Agencies must publish the reason; and
- c) Ministries and Agencies must consider the comments submitted from the public and publish the submitted comments, the result of the consideration of the Ministries and Agencies, and the reason of the result.

Challenges and Activities toward e-Government

“New IT Reform Strategy” was formulated in January 2006 by IT Strategic Headquarters headed by Prime Minister, as a new 5-year IT national strategic plan until FY2010.

In the area of e-Government, the new strategy set out 2 targets stated below.

1. To realize streamlined e-Government by optimizing business processes and systems as whole of government (renovating business processes and systems by taking enterprise architecture approach).
2. To accelerate online use and to achieve 50% of online application rate by FY2010, accordingly to realize citizen-oriented e-Government which citizen can find more convenient and high-quality services

To achieve the targets, “Program for Promoting e-Government”, which describe concrete actions, were formulated.

For the target 1, for example, the following actions are to be taken.

- To implement EA based on the “Optimization plans” which include concrete actions such as drastic renovation of businesses, using systems common to ministries and outsourcing routine businesses, etc. , and to review those progresses and achievements continually

*The total savings by implementing 76 optimization plans on which are decided by March 2006 are estimated to be about 122.9 billion yen of operational costs (about US\$1.0 billion) and about 5.9 million of labor days per year. (US\$1=¥ 119, 1 labor day=8hours)

- To examine feasibility of system sharing and concentration of those operated by individual ministries by early FY2007

For the target 2, for example, the following actions are to be taken.

- To take initiatives along “Action Plans” shown below for most frequently used 175 procedures (e.g. Company registration, national taxes, and social security) in order to promote online use

Action Plans include the targets of online application rate and concrete actions.

- In a review process of “Action Plans”, to add stronger incentives such as reducing attached documents, simplifying identity verification, reducing fee, shortening the processing period, etc.
- To enhance the information provision thorough government portal site “e-Gov” or web pages operated by ministries
- To promote the integration of application systems on e-Gov (one-stop service)

Advancing Fiscal Consolidation

Integrated Reform of Expenditures and Revenues

Basic approach to the Integrated Reform of Expenditures and Revenues

The Government must fulfill its accountability to the public by simply indicating the overall picture of the expenditure reform and the revenue reform from an integrated and medium to long-term perspective.

Maintaining and strengthening the Koizumi Cabinet's efforts to advance fiscal consolidation

Based on the idea of *no growth without reform* and the reform achievements to date, the Government will continue to make efforts to advance fiscal consolidation under the concept of the integrated reform on the economy and public finance.

Enhancing the growth potential and advancing fiscal consolidation at the same time

The Government must consistently and continuously conduct well-balanced economic and fiscal management that regards enhancing the growth potential and advancing fiscal consolidation as being both inseparable and necessary.

Giving consideration to the macroeconomy and responding flexibly

The Government will flexibly respond in the event that the economy indicates a considerable slowdown, such as decelerating the pace of the efforts for advancing fiscal consolidation.

Placing emphasis on prudence

In order to gain the confidence of the public and market, the Government will rely on a "prudent economic assumption," with a nominal growth rate of approximately 3%.

KOREA

New Development in Managing Government Operations

The Government of Korea is building a core e-government system encompassing all administrative departments, called a Government Operations Management System. The function of the Government Operations Management System will be similar to that of Enterprise Resource Planning (ERP) systems used in a corporate setting. The main function of the Government Operations Management System will be to manage reporting items, schedules and directives issued within each government department.

The Operation Management System is operated in conjunction with the Government Affairs Management System and Electronic Integrated Evaluation System of the Office of Government Planning Coordination, the Government Function Categorization System and Government Integrated Knowledge Management System of MOGAHA, and the documentation management system of each department. Detailed functions consist of on-line reporting, schedule management, order management, task card management, document management and meeting management.

The Operation Management System carries out department-level management of operation-specific task cards, directives and online report items as well as the schedule log, enabling integrated management of all major tasks within an department. This system also integrates seamlessly with other core systems utilized in government departments, such as e-documentation systems and administrative information systems.

In addition, the Operation Management Systems of each department are connected to the National Affairs Management System of the Office of Government Policy Coordination, enabling real-time management of Presidential and Prime Minister's orders. The policy task management, directive management, government affairs meeting management and approval document management functions of the National Affairs Management System are also connected to the Operation Management System.

After undergoing a test phase starting in November, the Operation Management System will be launched next January, after which additional functions such as the record management and knowledge management components will be added. Additional work will also be carried out on the government function categorization system from the second half of the year, such as readjustment of the government function categorization structure, system function improvement and stabilization, and establishment of a basic function categorization model for regional governments. Active development is currently being carried out for the online national affairs management system and government integrated information management system, which is slated to open at the end of December.

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Launching the Senior Civil Service

In July 2006, the Civil Service Commission launched the Senior Civil Service system to improve the core management of the government by developing a government-wide system for selecting, training, determining compensation, and managing a differentiated group of senior managers.

The Senior Civil Service covers all Director-General or above positions, including approximately 1,500 individuals in General, Special, Contract, and Foreign Services. With the new system in effect, senior officials will now belong to an expanded government-wide pool, rather than a particular government agency or ministry. Personnel management will be based on position classification rather than a rank-in-person system. Current ranking grades for senior public officials will be abolished, and more emphasis will be placed on ability and performance.

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New Development in Managing Policy Quality

Background

- Starts from the proposition "Quality exists in Policy"
- Increasing demand on policy quality from various interest groups
- Civil society has rapidly developed, resulting in complex policy environments
- Find ways to reduce the Social Cost caused by the Policy Failure

Total Quality Management of Public Policy

- Comprehensive efforts and activities that systematically manage and improve the quality of public policy in order to prevent policy failures and poor policies

In July 2005, TQM in the Korean government was launched successfully after the enactment of the Rule for Managing Policy Quality. Currently, 44 central government agencies manage 619 individual polices under the system of TQM and operate checklist and Quality Circles instruments for the improvement of government policies and the prevention of policy failures.

Policy Quality checklists by policy steps

Policy steps		Check Item(19)
I. Policy Making	Requirement of Policy Making	What are the problems and their conditions? What are the causes for such problems and how urgent are they? How has the government responded to them? Are there any similar cases in domestic or foreign countries or any available references?
	Policy Making	What are the problems and their conditions? What are the causes for such problems and how urgent are they? How has the government responded to them? Are there any similar cases in domestic or foreign countries or any available references? What are the measures for conflict of interests and responses to results from policy effects evaluation?
II. Policy PR		Who will be responsible for PR activities and whom will the PR activities be targeted at? What are core PR messages? What media will be used? How? When? What are the expected critics and measures to them? What are the measures to respond to public opinions?
III. Policy Implementation		Is monitoring conducted to determine whether the policy is executed as planned? What are the problems likely to occur in the course of execution and what are the measures to respond to them?
IV. Evaluation & Feedback		Who will conduct evaluation? What? When? What are the evaluation results? What do they indicate? How can such evaluation result be utilized?

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New Developments in Public Procurement

Currently, the Public Procurement Service (PPS) renamed its government e-Procurement system as the Korean ON-line E-Procurement System (KONEPS), and has doubled its efforts to provide customer-oriented e-Procurement services. So far, the e-Procurement system has served as the main engine for enhancing efficiency and transparency in Korea's public procurement. As part of such efforts, PPS successfully established the largest comprehensive online shopping mall in the public sector (<http://shopping.g2b.go.kr>) within KONEPS on July 1st 2006. Therefore, customers now can purchase their choice of goods and services with a click of mouse. Through this shopping mall, PPS endeavors to strengthen its functions of public procurement such as improving the quality of customer services, supporting the development of a market for new technology and SME-manufactured products.

In terms of Construction Works, PPS achieved increased quality for public construction and enhanced customer satisfaction by introducing the post management service for construction projects for which PPS had previously provided as a general construction management service. In addition, PPS established a real-time online credit check system with credit information providers, which enables to access the credit information of construction companies which participate in bidding, thus removing the direct submission of paper documents related to bidders' credit. As a result, PPS has promoted suppliers convenience and drastically increased promptness and efficiency in the bidding process.

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LUXEMBOURG

Le programme du Gouvernement de 2004 énonce les objectifs principaux concernant le domaine de la gestion publique. Le développement continu de la gouvernance électronique et la promotion d'une gestion publique de qualité constituent les deux axes principaux du programme de modernisation.

Les initiatives phares en matière de gouvernance électronique

1. Programme : La gestion électronique des documents (GED) commune standardisée

Ce programme comprend pour le moment le projet GED Standards et le projet GED Pilote SIDOC. Ensemble ces deux projets constitueront le socle sur lequel se construiront tous les futurs projets GED, un programme qui prévoit donc l'introduction de la gestion électronique des documents.

a) Projet : GED Standards

Le Service eLuxembourg (SEL) a été mandaté via le Plan directeur de la gouvernance électronique (adopté le 29 avril 2005) de mettre en place une solution de gestion électronique de tout type de contenu (GED : Gestion électronique des documents ou ECM : *Enterprise Content Management*). Cette solution est censée être commune à tous les organismes publics qui dépendent directement ou indirectement du Gouvernement et doit être basée sur des standards et lignes directrices communes à tous les organismes concernés.

Le projet GED Standards a comme mission de définir ces standards communs. Les travaux ont commencé en novembre 2005 et les deux principaux livrables à produire sont finalisés à l'heure actuelle (9 octobre 2006) à environ 80 %, respectivement 60 %. Le projet ne pourra être clôturé, vu sa dépendance du projet GED Pilote, qu'après finalisation de ce dernier projet.

b) Projet : GED Pilote SIDOC

Ce projet est le pilote pour tous les projets GED futurs du Gouvernement. Il se base, d'une part, sur les standards et lignes directrices développés dans le cadre du projet GED Standards et contribue, d'autre part, à compléter, à adapter et à valider les travaux faits dans le cadre de GED Standards. Le projet est toujours encore en phase de conception. Il est prévu de passer en phase de réalisation début 2007 et de finaliser le projet pour automne 2007.

2. Le programme « Guichet Unique »

Lancé au courant du dernier trimestre 2005, l'objectif de ce programme de grande envergure est de simplifier la vie quotidienne des usagers (citoyens et entreprises) dans leurs relations avec les organismes publics et administrations communales.

Le Guichet unique fournira aux usagers une information compréhensible et leur permettra d'effectuer bon nombre de démarches administratives en ligne en toute simplicité.

Ce programme s'inscrit directement dans la politique de simplification administrative du gouvernement, visant à améliorer la qualité et l'efficacité des services publics offerts aux usagers.

Le déploiement d'un tel guichet virtuel requiert une bonne définition des éléments qui le composent.

Les premiers projets mis en œuvre en constituent les fondations :

- L'infrastructure technique intitulée « Public Service Framework » qui permettra le déploiement rapide de services électroniques qui seront accessibles sur le guichet unique
- Une architecture informationnelle optimale pour guider efficacement le citoyen vers la bonne information et démarche
- Des services électroniques pilotes, nous permettant de vérifier les fonctionnalités du guichet et le lancement de ce dernier.

a) *Public Service Framework*

Le projet « GU – Public Service Framework » consiste à concevoir et à réaliser l'infrastructure technique permettant de répondre aux exigences d'une gouvernance électronique, et donc au déploiement de services électroniques.

Ce projet mené conjointement par le Centre Informatique de l'État et le Service eLuxembourg est en cours de réalisation. Le nom de la solution choisie devrait être connu début 2007.

b) *Architecture informationnelle Citoyens*

Ce projet a démarré début septembre 2006 et vise à élaborer, après une analyse détaillée, une arborescence pour le guichet unique permettant de guider efficacement l'utilisateur vers l'information ou le service recherché.

c) *Services électroniques pilotes*

Le déploiement d'un service électronique exige une connaissance préalable des processus métiers. Il est indispensable de comprendre comment les démarches sont traitées actuellement pour déployer une démarche électronique efficace.

Des travaux d'analyse des processus métiers ont donc démarré afin de permettre la réalisation des premiers services électroniques :

Pour les entreprises :

- *Assistant électronique aux entreprises.* Ce projet est géré par le Ministère de l'Économie.
- *Déclaration de postes vacants* auprès de l'Administration de l'Emploi
- *Autorisation d'établissement* auprès du Ministère des Classes Moyennes. Ce projet est lié à une refonte de l'application métiers qui gère la délivrance des autorisations.
- *Diverses demandes marins et navires* à effectuer auprès du Commissariat aux Affaires maritimes.

Pour les citoyens :

- Déclaration administrative du nouveau-né liée à la demande d'allocations familiales et de naissance.

3. *Projet « Portail Santé »*

Le Ministère de la Santé, en coopération avec le Ministère de la Sécurité sociale et le Ministère de la Fonction Publique et de la Réforme administrative, a pris l'initiative de mettre en place un programme eSanté qui vise à moderniser certains services de santé et à mettre en place de nouveaux services de santé sur base des technologies de l'information et de la communication.

A cet effet un groupe de travail avec les principaux acteurs du secteur de la santé a identifié les opportunités suivantes :

- Amélioration de la qualité et de la performance des soins de santé notamment par une meilleure disponibilité des données relatives à la santé des citoyens
- Contribution à l'évolution des dépenses de santé, notamment en rendant superflus des examens et analyses redondants grâce à un meilleur échange ou partage de données santé entre professionnels de santé
- Promotion d'une meilleure éducation à la santé et de la transparence sur les coûts des prestations et les alternatives de traitement en mettant les informations nécessaires à la disposition des citoyens et des professionnels de santé
- L'interopérabilité du système de santé luxembourgeois avec ceux des autres pays européens pour garantir une meilleure prise en charge des patients mobiles et pour favoriser l'échange mutuel d'expertise médicale au-delà de la frontière.

Pour atteindre ces objectifs, le plan d'action propose un certain nombre d'applications à mettre en place au cours des années à venir dans le cadre d'un programme de projets pluriannuels :

- Mise en place des premières applications encourageant l'échange de données qui devraient conduire à moyen terme sur le dossier de santé du patient
- La prescription en ligne avec assistance en ligne et un contrôle des interactions ou incompatibilités de médicaments
- Services administratifs (facturation électronique, vérification en ligne de l'affiliation du patient à une assurance de maladie,...)
- Le portail Santé propose dans un premier temps des informations pour l'éducation à la santé des citoyens et pour orienter les citoyens dans le secteur de la santé et des informations et services pour professionnels de santé. A terme le portail Santé est censé de devenir le guichet eSanté vers lesquels les citoyens et les professionnels de santé s'orientent spontanément en cas de question relative à la santé ou au secteur de la santé.
- Encourager la mise en place de solution de télémédecine (télémonitoring, téléconsultation,...).

Ces services électroniques devraient être mis en place dans la mesure du possible sur base d'une plateforme télématique commune, de règles communes d'accès aux données, de normes d'interopérabilité communes, et d'une structure organisationnelle commune (pilotage du programme et des projets, exploitation) afin de garantir la cohérence entre les applications et les mesures d'accompagnement à mettre en place.

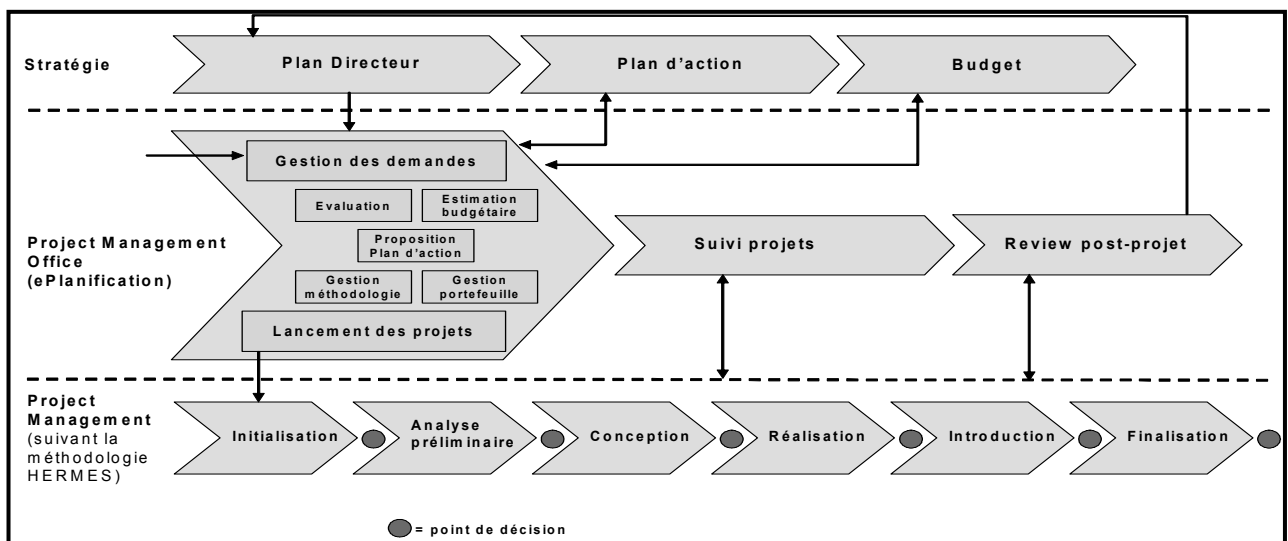
Le programme eSanté sera mis en place progressivement. Dans une première phase il s'agit de construire les bases de l'édifice eSanté, en élargissant l'existant notamment le réseau Healthnet, de mettre en place les premiers services (carnet radiologique, mise à disposition des résultats d'analyses de laboratoire médical, portail santé) et en faisant les analyses et études nécessaires pour les applications prévues ultérieurement.

4. Programme : QUAPITAL

Dans le cadre de la mise en œuvre du plan directeur de la gouvernance électronique, il est primordial de disposer de structures et d'outils performants pour la gestion des projets et du portefeuille de projets. 3 niveaux sont à considérer :

- Le niveau stratégique : il s'agit du niveau décisionnel où la stratégie globale ainsi que sa mise à jour sont validées, où le plan d'action est validé et mis à jour et où sont autorisés les budgets.
- Le niveau de gestion de programmes et de portefeuilles de projets (Project Management Office) : les nouvelles demandes sont notamment évaluées, le suivi de l'avancement est géré ainsi que le reporting vers le niveau stratégique est assuré sur base des informations reçues et ce qui est un élément primordial, l'assistance méthodologique et la coordination de la formation pour les chefs de projets est gérée à ce niveau. Actuellement, environ 80 projets informatiques sont suivis au sein du Project Management Office
- Le niveau de gestion de projets : les projets sont réalisés à ce niveau sous l'autorité des chefs de projets qui communiquent avec le Project Management Office et qui pilotent leurs projets suivant la méthodologie HERMES.

Le schéma ci-dessous permet de visualiser et de mettre en relation ces différents niveaux.



Les objectifs généraux du programme QUAPITAL sont notamment les suivants :

- Augmenter la transparence et la visibilité sur les projets et programmes dans le domaine des TIC
- Faciliter la communication dans les projets entre tous les acteurs
- Améliorer la qualité et l'efficacité dans les projets TIC de l'État
- Outiller les chefs de projet
- Disposer d'indicateurs et de critères pour la mise en place et le suivi des projets
- Disposer de chiffres consolidés sur les dépenses en matière de projets TIC
- Faciliter le reporting des projets en termes de budget, avancement, risques, etc.
- Disposer de processus clairs et optimisés dans le domaine.

Dans ce cadre, 4 projets ont été définis afin de remplir les objectifs du programme QUAPITAL:

- QUAPITAL – Référentiel
- QUAPITAL – Outillage
- QUAPITAL – Organisation et procédures du PMO
- QUAPITAL – Déploiement.

a) *Projet : QUAPITAL – Référentiel*

Ce projet, qui était à la base du programme QUAPITAL, est finalisé. Il a comme objectif principal de professionnaliser la conduite et le pilotage de projets TIC auprès de l'État par la mise en place d'un cadre commun et ce qui est primordial, un vocabulaire commun. Ce projet répond aux besoins du niveau de gestion de projets dans le schéma ci-dessus. La méthodologie de gestion de projet adoptée est celle de la Confédération helvétique, la méthodologie HERMES. Ce choix a été pris suite à une analyse de l'existant et une veille externe. Par la suite, HERMES a été adapté aux besoins et spécificités de l'administration luxembourgeoise. Les questions de formation, de marketing et d'introduction de la méthodologie ont également été traitées dans ce projet. Le projet a été réalisé en collaboration avec le Centre de Recherche Public Henri Tudor.

b). *Projet : QUAPITAL – Outillage*

Ce projet, qui sera finalisé en novembre 2006, vise à mettre en place un outil intégré de gestion de projets et du portefeuille de projets. L'outil retenu est Planview qui est actuellement implémenté. Cet outil permettra entre autres:

- D'assister le chef de projet et les membres d'équipe dans le pilotage et la conduite de leur projet informatique en proposant un interface web à tous les acteurs du projet leur fournissant les informations pertinentes (documents, planning, ressources, etc.)
- D'assurer le suivi des projets et le reporting au niveau de la gestion des programmes et du portefeuille
- De disposer de données consolidées (budget, avancement, risques) cohérentes à tous les niveaux (du niveau du projet jusqu'au niveau stratégique).

c) *Projet : QUAPITAL – Organisation et procédures du PMO*

Ce projet, qui est finalisé depuis juin 2006 et qui est étroitement lié à QUAPITAL – Outillage, concerne la formalisation de l'organisation et des processus au niveau du Project Management Office. Dans le cadre du projet, les objectifs suivants sont notamment visés :

- La formalisation des processus au niveau du Project Management Office (en utilisant la méthodologie de modélisation ARIS).
- L'optimisation et la formalisation des critères de priorisation de projets par rapport au Plan Directeur de la gouvernance électronique;
- La mise en place d'indicateurs de suivi de projets en relation avec le budget, l'avancement des projets, etc.

d) *Projet : QUAPITAL – Déploiement*

Suite à la mise en place des éléments-clés dans le cadre des 3 projets ci-dessus, l'ensemble devra être mis en œuvre au sein des administrations de l'État. Ceci est réalisé depuis janvier 2006. Le déploiement sera le facteur-clé du succès de l'ensemble du programme. Une gestion du changement importante est à gérer. Dans ce contexte, un concept d'introduction détaillé a été mis en place et est déroulé à l'heure actuelle. Celui-ci comprend notamment :

- Une sensibilisation à tous les niveaux
- Des formations en gestion de projet et des outils y associés
- Du « coaching » personnalisé pour les chefs de projet
- Des actions de marketing ainsi que des organisations de conférences autour du domaine
- Une mesure de l'appropriation des différents éléments.

II. Le modèle d'autoévaluation CAF (common assessment framework)

Afin de promouvoir l'approche de gestion globale de la qualité, basée sur le modèle CAF (Common Assessment Framework – Cadre d'auto-évaluation des Fonctions publiques), au sein de l'administration publique luxembourgeoise et de garantir son application dans des conditions optimales, le Ministère de la Fonction publique et de la Réforme administrative, en partenariat avec le Centre de recherche public Henri Tudor, a mis en place un plan d'action en plusieurs phases.

Le but déclaré du plan est de stimuler et de supporter les administrations dans leurs démarches d'amélioration, avec une attention particulière portée à la satisfaction des bénéficiaires de services et des parties-prenantes intéressées à la qualité des services et leur mise en œuvre efficiente.

La mise en œuvre d'une auto-évaluation tout comme d'un projet d'amélioration nécessite des moyens et des compétences qui dans certains cas peuvent faire défaut aux organismes qui souhaitent s'engager dans une telle démarche. Le plan d'action répond à ces besoins en offrant une palette d'outils et de compétences qui sera mise à la disposition des organismes qui s'engagent dans ces types de projets.

Pour atteindre son but principal, le plan d'action poursuit plusieurs objectifs concrets, à savoir :

- susciter l'intérêt des organismes publics au management de la qualité ;

- promouvoir l'évaluation de performances sur base de faits et de preuves et la mesure à partir de résultats ;
- garantir la nécessaire cohérence et durabilité dans les efforts d'amélioration continue ;
- donner aux organismes la possibilité de mieux se connaître (et ...se faire connaître).

Le plan d'action est structuré en 5 axes d'activités :

- Communication et sensibilisation : Afin de gagner un nombre grandissant d'organismes publics qui s'engagent dans des actions de modernisation en faisant usage du management de la qualité, il est essentiel de mener des actions de communication et de sensibilisation auprès des organismes concernés
- Coordination et pilotage : Afin de suivre et d'orienter les actions entreprises et l'engagement des moyens ainsi que d'assurer l'implication des parties prenantes, un bilan annuel sera établi et les parties prenantes seront écoutées
- Mise en œuvre de grappes d'amélioration : Afin de renforcer la dynamique de changement et de favoriser les échanges entre les organismes engagés dans des projets d'amélioration, les entités administratives intéressées sont regroupées au sein d'une grappe. Le MFPPRA organise de telles grappes comprenant au moins une demi-douzaine de ces entités à des intervalles réguliers. Les activités entreprises par la grappe suivent un processus idéal de démarche d'amélioration qui intègre des actions de préparation, de formation et d'accompagnement
- Actions de soutien : Afin de soutenir le déploiement du plan d'action global CAF, le MFPPRA engage des actions permettant, d'une part de mettre en place des méthodes et outils, et d'autre part, de développer les compétences en matière de management de la qualité
- Benchlearning : Une cartographie des bonnes pratiques et des actions d'amélioration sera établie, et un cadre de transfert de bonnes pratiques sera défini.

III. Les plans de formation

En vue de procéder au recensement des besoins en matière de formation auprès des administrations pilotes, le cours « Techniques d'entretien », à l'intention des chefs de service des administrations concernées, a été lancé.

Deux volets sont à considérer en matière de plans de formation :

- un volet spécifique, couvrant les besoins ponctuels des administrations en matière de formation. A l'heure actuelle, huit administrations font partie intégrante du concept. Quatre parmi ces huit ont déjà bien avancé dans la démarche de sorte que les premières actions de formation seront planifiées en automne. En 2007, ces plans de formation pourront alors figurer dans le nouveau catalogue de formation de l'INAP. Comme la réunion destinée aux délégués à la formation et consacrée aux retours d'expérience en matière de plans de formation a été accueillie de manière très positive, une deuxième réunion de ce genre suivra en octobre
- un volet thématique et interne à l'INAP. Ce volet regroupe :
 - les plans de formation pour les gestionnaires de ressources humaines
 - les plans de formation pour les délégués à l'égalité des chances

- les plans de formation pour les personnes travaillant dans le domaine de l'exécution budgétaire.

IV. Le code de déontologie

Dans le contexte actuel des administrations publiques qui est marqué par des contacts de plus en plus fréquents entre le secteur public et le secteur privé (p.ex. *private-public partnerships*, la coopération plus fréquente du secteur public avec les entreprises de consultance), il devient de plus en plus important de définir des règles claires régissant les conflits d'intérêts et les incompatibilités.

Le développement du cadre éthique de la fonction publique luxembourgeoise ne s'impose pas seulement pour des raisons d'ordre interne : Une comparaison avec les autres États membres de l'Union européenne montre qu'il existe une tendance croissante à adopter des codes de déontologie qui déterminent les valeurs clés de l'administration publique ainsi que le comportement des agents publics.

Il est en outre à constater que les derniers rapports d'évaluation du GRECO (Groupe d'États contre la corruption) auprès du Conseil de l'Europe et de l'OCDE ont jugé insuffisantes certaines mesures dans le domaine de la prévention contre la corruption et/ou contre les comportements non éthiques. Ces rapports ont en outre critiqué le fait que le Luxembourg ne dispose pas encore de code d'éthique ou de code de déontologie se caractérisant par des règles élaborées en matière de prévention contre les conflits d'intérêts.

La valeur ajoutée d'un tel code de déontologie réside avant tout dans le fait qu'il vient en complément des lois déjà en vigueur. Son objectif principal est de guider les fonctionnaires lorsqu'ils sont confrontés à un dilemme éthique. En comparaison avec les articles du statut général des fonctionnaires (chapitre 5 « Devoirs du fonctionnaire ») qui sont consacrés au thème de la déontologie et qui sont rédigés dans un langage rigide et juridique, un code de déontologie est un instrument préventif à caractère pédagogique qui se caractérise par son langage clair et explicite. Son but ultime est de contribuer à consolider le caractère professionnel des administrations publiques qui se caractérisent par le fait qu'elles obéissent aux principes de l'État de droit et qu'elles sont au service de l'intérêt général.

Dans la fonction publique luxembourgeoise, les paragraphes relatifs à la déontologie et aux valeurs clés régissant notre administration sont fixés au chapitre 5 'Devoirs du fonctionnaire' du statut général des fonctionnaires de l'État. Les mesures principales ayant pour objectif de garantir le maintien d'une administration publique fondée sur le droit et l'intérêt général sont les suivantes :

- le règlement des activités accessoires ;
- le devoir de notifier les activités professionnelles du conjoint ;
- l'interdiction d'accepter des cadeaux ;
- l'interdiction du harcèlement moral et sexuel ;
- le devoir de discrétion.

L'introduction d'un code de déontologie contribuera substantiellement à étoffer, à préciser et à illustrer le contenu de ces mesures.

Le Ministère de la Fonction publique et de la Réforme administrative est actuellement en train de développer une stratégie de mise en œuvre pour introduire un tel code de déontologie dans la Fonction publique. Sont actuellement analysées des questions y relatives telles que la valeur juridique d'un tel code, l'adoption d'une approche centralisée ou décentralisée, le contrôle du respect d'un tel code ou encore les thèmes à régler par ce code.

V. Les entretiens avec les collaborateurs

L'outil des entretiens avec les collaborateurs, introduit par la loi modifiée du 16 avril 1979 fixant le statut général des fonctionnaires de l'Etat, est actuellement mis en œuvre au sein de l'administration publique. Comme instrument de motivation, les entretiens avec les collaborateurs sert à promouvoir le dialogue entre chefs d'administrations (ou leurs délégués) et les agents dont ils assument la responsabilité, d'établir des objectifs communs, de faire le point sur le travail accompli et d'identifier des compétences à acquérir par l'agent par voie d'une formation continue. Ainsi, les entretiens avec les collaborateurs constituent un moyen de feed-back mutuel, un instrument à promouvoir une culture de communication entre supérieur hiérarchique et agent de même qu'un moyen à développer les compétences de l'agent dans le cadre du concept life-long learning afin d'assurer une qualité continue du travail.

Cet instrument sera d'abord introduit sous forme de projets-pilote à trois phases :

- Élaboration d'une démarche pour la conception et la mise en œuvre de ces entretiens. Cette phase s'étend de juillet 2006 à février 2007
- Mise en place d'une stratégie de formation des chefs d'administration et des agents publics. Cette phase sera initialisée en mars 2007 et durera jusqu'au juillet 2007
- Elaboration du support d'entretien, phase prévue pour septembre 2007 à octobre 2007.

VI. Le télétravail

L'article 19bis de la loi du 19 mai 2003 a inscrit le principe du télétravail au statut général des fonctionnaires de l'État, dont les modalités et conditions restent encore à fixer par règlement grand-ducal. Ainsi, le fonctionnaire peut être autorisé par le chef d'administration à réaliser une partie de ses tâches à domicile par télétravail, moyennant les technologies d'information et de communication (TIC). Dans un premier temps il est prévu de lancer des projets-pilote auprès des administrations intéressées suivis par une évaluation, avant d'introduire le télétravail en général.

VII. Liens

<http://www.mfpra.public.lu/>; <http://www.eluxembourg.lu/>

NEW ZEALAND

Development of Public Service

As reported previously, six Development Goals for the State Services were established in 2005, to provide a framework and timeline for delivering the next generation of State Services.

The Overall Goal for the State Services is: A system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders.

This is supported by six Development Goals for the State Services (Appendix 1). They are not intended to outline *what* outcomes the State Services will achieve, as that is a matter for government policy. Rather, the goals are aspirations for *how* the State Services will be configured and perform.

(For more information: <http://www.ssc.govt.nz/display/document.asp?navid=242>).

State of the Development Goals Report 2006

The first State of the Development Goals Report was published in July 2006. It is primarily a guide to good practice and a tool to identify where we can make improvements to the system.

The 2006 Report describes what the State Services might look like when the goals have been achieved; and introduces an initial set of indicators for measuring progress towards achieving the goals and their associated milestones (Appendix 2). (For more information: http://www.ssc.govt.nz/upload/downloadable_files/sdg-report06.pdf).

Budgetary Planning and Processes

In February 2006 the government announced a programme of expenditure reviews as a means of ensuring that the State sector is performing as effectively as possible, and that there is clarity about the results being achieved through current spending programmes. The primary objectives are improved performance and value for money, not the identification of savings.

The programme is overseen by the Cabinet Committee on Government Expenditure and Administration. The reviews are being carried out during 2006, and include work on capital asset management practices, enhancing productivity through people management practices in the State sector, and cost escalation in the national land transport programme. (For more information: <http://www.treasury.govt.nz/budgets/>).

Budget 2007 process

In planning for the 2007 Budget, a process known as Theme Objectives and Baseline Analysis (TOBA) has been introduced. This will allow the Budget strategy to be better informed by work on the government's three themes (economic transformation, families – young and old, and national identity). It

also gives Ministers an opportunity to consider – on a targeted basis - the value of existing baseline spending to identify options for re-prioritisation or improving productivity/effectiveness, and areas where better performance information is required.

Ethics and Standards

New Standards for State servants

The State Services Commissioner announced in July his decision to replace the existing ‘New Zealand Public Service Code of Conduct’ with a code that will set minimum standards for State servants. The new ‘Standards for State servants’ will extend beyond the 34 public service departments, and apply to the employees in 120 State Services agencies (public service departments and Crown entities). It will not apply to New Zealand Police or the New Zealand Defence Force, as they are not within the Commissioner’s mandate, but will cover staff at publicly-funded hospitals. A decision has not yet been taken on whether the Commissioner should set standards for the 2,500 School Boards of Trustees and/or their employees (i.e. teachers and other staff at state-funded schools).

The standards will not cover Crown entity board members, because their individual and collective duties are defined in the Crown Entities Act 2004.

The Commissioner sees this as an opportunity to stimulate a renewed focus on integrity, stating: ‘We all work for the Government and have an obligation to the public to behave at a high standard. We want State servants to share high standards of integrity and appreciate that these shared standards both strengthen and unify the State Services.’

The new ‘Standards for State servants’ will be values-based, recognising the existing strengths of the public service and New Zealand’s changing demographic patterns. It will provide flexibility for agencies to specify policies and processes relevant to their particular roles and cultures. The standards will be used to encourage good behaviour, as a major contributor towards achieving the Trust development goal. This move away from a prescriptive code was influenced by feedback from stakeholders, including employee unions who felt the application of codes to date has tended to be negative rather than aspirational.

The development process

To ensure the ‘Standards for State servants’ are relevant to employees in a large and diverse workforce; stakeholders are taking part in the development process. Over the next few months, qualitative research is being conducted with State servants and members of the public to identify the values and standards of behaviour expected of State servants. This research will include focus groups and an online questionnaire. The target for introducing the ‘unifying code’ is June 2007.

We also have looked at the contents of codes in Australia, Canada, the EU and the United Kingdom. For instance, the June 2006 UK Civil Service Code has a stated aim of being more relevant and accessible to all civil servants, whatever their jobs and wherever they work.

Concurrent activity will include:

- Providing agencies with guidance to assist them to integrate the standards with current provisions;
- Developing supporting resources; and

- Identifying ways in which SSC can be sure the code's standards are being met, including defining the roles and accountabilities of the SSC, and chief executives.

(For more information: <http://www.ssc.govt.nz/display/document.asp?navid=303>).

E-government Strategy

A number of infrastructure components are being developed to support agency service delivery under the auspices of the E-government Strategy, which itself has been reviewed.

E-government Strategy

The third edition of the New Zealand E-government Strategy should be released by the end of 2006. It builds on recent achievements, while recognising changes in the social use of technology, and in the strategic environment. Key themes include collaboration, trust and value-for-money.

The future direction signalled in the Strategy incorporates the underlying drivers of social networking websites and tools which are becoming commonplace (such as blogs), and acknowledges the emerging opportunities that digital channels – e.g. mobile phones and podcasts – provide for improving the quality of interactions with government. In terms of broader policy, the E-government Strategy supports the 2005 Digital Strategy and the Development Goals which, respectively, underline the role of information management technologies in economic transformation and in developing a world class state sector.

New Zealand's E-government Strategy reinforces the role of central agencies in providing all-of-government enablers like the Government Logon Service, and providing the necessary standards, processes and frameworks to support collaborative working arrangements. (For more information: <http://www.e.govt.nz/about-egovt/strategy/strategy-june-2003/>).

Authentication

With the Internet becoming a mainstream channel for people to interact, transact, and participate in government, online authentication will be a prerequisite for effective and efficient government worldwide.

New Zealand's Authentication Programme is building the foundations for transforming service delivery, agency collaboration, and customer responsiveness. The long term vision is the creation of a comprehensive suite of authentication-related online services, each run by the most appropriate government agency, leveraging a shared infrastructure. The Programme includes implementing a suite of Authentication Standards; building a common Government Logon service; and designing an identity verification service.

Tangible benefits to agencies include cost efficiencies, increased security, and a cost-effective way of responding to continuing changes in online technologies. Service users will benefit from being able to use a common authentication system across government, if they wish, when transacting with any participating agency. (For more information: <http://www.e.govt.nz/services/authentication>).

Government Shared Network

In July 2005, Cabinet directed the State Services Commissioner to implement a Government Shared Network (GSN), and to provide effective management of all government-wide shared infrastructure and services to the state sector.

Deployment of the GSN is planned for later in 2006. It will facilitate inter-agency collaboration across a dedicated infrastructure secured to government standards. Efficiencies will arise through increased purchasing power and reduced exposure to security breaches. In addition to a secure fibre-optic network connecting agency sites, services delivered on the GSN will include internet access, IP telephony, secure remote access and off-site data storage. Each agency will manage its own GSN-provided virtual firewall. (For more information: <http://www.e.govt.nz/services/gsn>).

All-of Government ICT operations

The Prime Minister has directed the Commissioner to manage All-of-Government ICT Operations on behalf of the State sector. The focus is on providing effective governance of shared infrastructure and services on behalf of the State Services. This includes:

- All-of-government portal (www.govt.nz)
- Govt.nz Domain Name registration (<http://www.e.govt.nz/policy/moderation>)
- New Zealand Government Locator Service (NZGLS) (<http://www.e.govt.nz/standards/nzgls>)
- Secure Electronic Environment (SEE) Mail (<http://www.e.govt.nz/services/see>).

Public Sector Intranet

The recently implemented Public Sector Intranet (PSI) is a simple, cost effective way for sharing information resources. It comprises a secure website that only ‘connected’ agencies may use and contribute to, and purpose-built tools for sharing work-related information (e.g. the release through the PSI of Cabinet and Cabinet Committee meeting timetables).

The Agency Mailing list provides all agencies with the authoritative source for names, addresses and roles of Chief Executives of public sector agencies. The PSI also houses cross-agency communities of practice, such as the HR Network and the Policy Network. These communities enable the tailoring and sharing of content not accessible from elsewhere.

Some 50 public sector agencies (including Crown entities) are connected to the PSI. There are plans to increase this to about 115 agencies by June 2007. (For more information: <http://www.e.govt.nz/services/psi>).

Government and Citizens

The ‘Accessible State Services Goal’ is focused on improving the attention that State Services agencies give to New Zealanders’ expectations and experience of service delivery. If agencies better understand New Zealanders’ views of what type of access works and what does not, then those services are more likely to make a difference for New Zealanders.

The Rotorua Research Pilot Report was developed through interviews in Rotorua – a regional and tourist centre in North Island - with service providers, community organisations, and service users. The report found that access was generally good, but that barriers still existed, e.g.: lack of access to the internet, lack of awareness of services, and inadequate public transport. An interesting finding was the role that intermediaries played: the report found that State Services agencies sometimes were referring members of the public to intermediaries for further information and help. The report also provides some good examples of interagency collaboration around joint clients. (For more information: http://www.ssc.govt.nz/upload/downloadable_files/Accessible-State-Services-Rotorua-pilot.pdf).

Central Agencies Review

The draft review of the role of central agencies* in managing the performance of the State sector was completed in late September 2006. It contains a number of recommendations, for consideration by Ministers.

The key objectives of the review were to:

- create a shared understanding of the dimensions of good performance and how central agencies* can better support it
- understand how central agencies* - separately and together - can influence the performance of agencies
- determine practical steps that central agencies* could take to improve the performance of the state sector as a whole.

The review team found, among other things, that central agencies* do not have an agreed definition of high performance in the State sector, or of what drives or constrains it. While central agencies* have an effective focus on the performance of individual agencies and programmes, there is room for improvement in the way they address performance at the sectoral or government-wide level. The need was identified for better integration of the performance-related work of the central agencies,* to reduce compliance requirements on individual departments and to enable the government to have better-coordinated information and advice on sector-wide performance issues.

We expect Ministers to consider the report in November 2006; the State Services Commission will be happy to provide further information on the implementation of the review as soon as practicable.

* [State Services Commission, Treasury, Department of Prime Minister & Cabinet]

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Development Goals for the State Services



Overall Goal

A system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders.

The overarching goal is supported by six Development Goals for the State Services.

Development Goals	By June 2007	By June 2010
Employer of Choice Ensure the State Services is an employer of choice attractive to high achievers with a commitment to service.	A comprehensive guide to good employment practice developed with input from State Services employers and unions, in place for use across government agencies.	Measurable improvement in the proportion of talented job seekers aspiring to join the State Services.
Excellent State servants Develop a strong culture of constant learning in the pursuit of excellence.	A framework for learning and development across government agencies.	All government agencies have a strong commitment to developing skills and knowledge across all staff.
Networked State Services Use technology to transform the provision of services for New Zealanders.	Networks and Internet technologies are integral to the delivery of government information, services and processes.	The operation of government has been transformed through the use of the Internet.
Coordinated State agencies Ensure the total contribution of government agencies is greater than the sum of its parts.	Government agencies demonstrating improvement through Managing for Outcomes, including joint outcomes and other shared accountabilities cross clusters of agencies.	Measurable results are evident from the joint pursuit of joint outcomes.
Accessible State Services Enhance access, responsiveness and effectiveness, and improve New Zealanders' experience of State Services.	No wrong door – any New Zealander accessing government services will be referred appropriately to the organisation best able to address their concerns.	Right doors in the right places – government agencies work together to coordinate the availability of services across the country using co-location, joint services and management of different physical and electronic channels.
Trusted State Services Strengthen trust in the State Services, and reinforce the spirit of service.	Agencies of the State Services demonstrate their commitment to earning trust by working with the State Services Commissioner to develop and promote codes of conduct.	Measurable improvement in New Zealanders' trust in the agencies of the State Services.

Indicators for the Development Goals

<i>Development Goal</i>	<i>Indicator</i>
<p>Employer of Choice</p> <p>Ensure the State Services is an employer of choice attractive to high achievers with a commitment to service</p>	<ol style="list-style-type: none"> 1 Reputation: Perceptions of the State Services as a place to work 2 Staff engagement: Engagement levels of staff in State Services agencies
<p>Excellent State Servants</p> <p>Develop a strong culture of constant learning in pursuit of excellence</p>	<p><i>Staff:</i></p> <ol style="list-style-type: none"> 1 State servants' perceptions about the effectiveness of development plans, processes and opportunities <p><i>Chief executive/agency:</i></p> <ol style="list-style-type: none"> 2 The extent to which agencies are specifying the competencies they require of their people to meet current and future organisational needs <p><i>Sector:</i></p> <ol style="list-style-type: none"> 3 The extent to which a learning and development framework is used across the sector to improve agencies' performance
<p>Networked State Services</p> <p>Use technology to transform the provision of services for New Zealanders</p>	<ol style="list-style-type: none"> 1 Grouping of services/transactions that apply technology to allow an individual – from one place at the same time – to access multiple programmes 2 Channel synchronisation of government transactions – within an agency or across government 3 The extent to which technology supports a user having to give the same information to government only once

<i>Development Goal</i>	<i>Indicator</i>
<p>Coordinated State Agencies</p> <p>Ensure the total contribution of government agencies is greater than the sum of its parts</p>	<ol style="list-style-type: none"> 1 The extent to which behaviours exhibited by State servants support coordination in pursuit of results 2 The extent to which systems support strategy, design and service delivery staff to work together
<p>Accessible State Services</p> <p>Enhance access, responsiveness and effectiveness, and improve New Zealanders' experience of State Services</p>	<p><i>Accessible State Services:</i></p> <ol style="list-style-type: none"> 1 Target group uptake of services <p><i>Responsive State Services:</i></p> <ol style="list-style-type: none"> 2 Appropriateness of referral <p><i>Effective State Services:</i></p> <ol style="list-style-type: none"> 3 Users' experience and expectations inform service design and improvement
<p>Trusted State Services</p> <p>Strengthen trust in the State Services, and reinforce the spirit of service</p>	<ol style="list-style-type: none"> 1 Trustworthiness exhibited by State servants 2 The extent of New Zealanders' confidence in the integrity of State servants when delivering services

NORWAY

1. **Royal Norwegian Ministry of Finance: Quality Assurance Scheme for Major Investment Projects**

The Ministry of Finance established a Quality Assurance Scheme year 2000 in order to ensure improved quality at entry of major public projects with a budget exceeding NOK 0,5 Billion (some 60 Million Euro). The scheme is expected to enhance the success rate of projects, improve predictability and reduce cost.

Quality assurance is performed by external consultants holding framework contracts with the Ministry of Finance. It implies a thorough review of cost estimates prior to proposals for appropriation being submitted before Parliament. It also involves a comprehensive assessment of risk, as well as a review of the proposed contract regime, project organization, etc.

During 2000 – 2004, about 60 projects were subjected to external quality assurance under this scheme. From 2005 the scheme was extended to include external quality assurance also at an earlier stage in the project life cycle. The scheme now includes two separate analyses:

- Quality assurance of the choice of concept (QA1)
- Quality assurance of the basis for control and management, including cost estimates and risk analysis for the chosen project alternative (QA2)

Conceptually, the overall system should be interpreted as a two-step decision gate model.

The purpose of QA1 is to assist the resort ministry and the Cabinet as a whole in making sure that the choice of concept has been subjected to a political process of fair and rational choice. Ultimately of course, the choice of concept is a political process without active participation on the part of the consultants. The consultants' role is restricted to supporting the government's need to control the professional quality of underlying documents constituting the basis for decision.

QA1 is performed by the end of the pre-study (appraisal) phase, prior to the Government's decision on whether to authorize start-up of basic design/engineering. It consists of quality assurance of the following mandatory documents:

- A needs analysis
- An overall strategy document
- An overall requirements specification
- An analysis of alternatives.

The requirements include performance of a complete economic assessment of alternatives in accordance with the guidelines on cost-benefit analysis issued by the Ministry of Finance

The purpose of QA2 is to provide the resort ministry and the Cabinet as a whole with an independent analysis of the project before it is brought before Parliament. Focus is on the control aspect. This is partly a final control to make sure that the basis for decision on appropriation of funds is acceptable in terms of scope and quality. Partly it is a forward looking exercise to identify the managerial challenges ahead. The analysis should help substantiate the final decision regarding the funding of the project, and should be used during implementation as a basis for control on behalf of the resort ministry.

QA2 is essentially the same type of quality assurance that was performed during 2000 – 2004. It will be undertaken by the end of the basic design/engineering phase, before formal submission before Parliament. It should be documented in a report containing the consultant's advice on:

- The cost frame, including necessary contingency to make sure the budget is realistic.
- How the project should be organised to enhance managerial cost control.

In order to follow up on and help improve quality assurance in public projects, the Ministry of Finance has established a research programme, i. e. the Concept Research Programme (Concept), which is based at the Norwegian University of Science and Technology. . By the end of each assignment, the consultants are obliged to provide specified project related data to the research database administered by Concept.

The Ministry of Finance monitors and guides developments within the Quality Assurance Scheme through the Forum for Project Owners, which includes representatives from the ministries, the consultants and Concept. Relevant government agencies (i.a. The National Road Administration and the Military services) are being involved through participation in a Project Management Forum. This forum also is managed by the Ministry of Finance.

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2. Diversity in the Civil Service

The Government in Norway wants the Civil Service to be more open and diverse. Targets have been set up concerning underrepresentation of employees with impaired functional capacity.

About 10% of the working-age population in Norway is registered as disabled. Only half of the population, whose functional capacity is impaired, are included in the Norwegian work force. In the years 2004 - 2006, government agencies have been compelled to ensure that at least 5% of their new employees are recruited among persons whose functional capacity is impaired (including employees with occupational disabilities, employees in rehabilitation schemes, reactivated employees on disability benefits).

In connection with this project, a special trainee-program is being launched in the government administration in 2007. All of Norway's ministries are compelled to recruit a trainee.

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3. Measures to extend working age: More leisure time

In order to make it easier for elderly employees in the government sector to keep on working, different measures are taken. One of the measures concerns increased leisure time.

From the year 2006, all employees of 62 years or old older, have the right to get 2 days extra for leisure time each year. After 65 of age, the employees have the right to get 5 days extra leisure time.

The local government employer may increase the number of leisure days up to maximum 12 days a year. Such local arrangements should be based on negotiations with the employees' organizations. The local employer could allow the employee to have the extra leisure days taken out as a reduced hourly working time.

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4. Public sector performance: measurement and display (updated text from last factsheet)

The StatRes project will develop a system for Internet publishing of performance-related indicators and statistics for the various parts of the government. The system will include measures for both input, activity, output and outcome – displayed through a functional and user-friendly website. The user shall be allowed to access a wide range of data – from overall sector indicators, to raw data on agency or area level. The main user groups are expected to be decision makers in the public sector, other public employees, academics, media, organisations, voters and other stakeholders.

The project was established in 2005 and is executed by the The Ministry of Government Administration and Reform in co-operation with Statistics Norway and other ministries and agencies. According to plan, the system will be launched in 2007, starting out with selected pilot sectors. Thereafter, new sectors will be included successively.

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5. A central team for regulatory economic impact analyses (updated text from last factsheet)

There is a need for good economic analyses, for instance cost-benefit analyses, in connection with public reforms. Impact analyses today vary both in quality and in scope. To improve the use of such analyses, the Norwegian Government has established a team for regulatory economic impact analyses (*"Fagpanel for økonomiske konsekvensanalyser"*). This team consists of seven experts in cost-benefit analysis, which all work in the central government. The team provides advice and help to the ministries on how to perform regulatory impact analysis. The ministries make use of the team on a voluntary basis. The Ministry of Government Administration and Reform has operational responsibility for the team.

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POLAND

I. Information on Central Anticorruption Bureau (CBA) Bill

Law on 9 June 2006 drafted Central Anticorruption Bureau.

Competencies of CBA:

In view of CBA Bill, Bureau is appropriate in combating:

- corruption in public and economic area, specially at state's and local government,
- other activities against state economy interests.

According to above competencies, the scope of activities of CBA is:

b) recognising, preventing and detecting:

- corruption offences,
- economic offences,
- fiscal offences,
- other offences against right-functioning of public institutions or national economy affairs, if there is an connection with corruption or activities against state economy interests.

c) disclosing and reacting in cases of running a private business by the public officials (illegal activity of public officials),

d) disclosing cases of breaking procedures in decisions making and decisions realisation in: privatisation and commercialising, purchase order in Public Procurement areas, common property disposition, licensing (concessions, permissions, taxes exemptions, taxation relieves, preferences, trade quotes, plafonds, credit warranties,

e) controlling of regularity and truthfulness of public officials property declarations and running a private business declarations,

f) analysing barnburners in the CBA competencies areas and introducing finding information to the Prime Minister, State President and Parliament.

According to art. 13 of CBA bill, to carry out the tasks, CBA may execute operational-intelligence, investigation, information, analytic and controlling activities. Special means will be provided by:

- stiff (sting operation) with controlled bribery (embracery and passive) – for use of this tool, CBA will need General Prosecutor approval

- operational control (wiretapping, correspondence control and content control - General Prosecutor and court approval needed).

Main function of CBA is criminal repression (prosecution of people committing crimes) which means that most CBA activities should be concentrated on investigations based on criminal procedure rules (code).

CBA Website: www.cba.gov.pl (in Polish)

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II. Phare 2003 “Strengthening of public administration capacity”

a) General information on the project:

Twinning Contract “*Strengthening of public administration capacity*” was formally endorsed by the European Commission Steering Committee for Institution Building on 31 August 2004. The project was a continuation of the Phare 1999 twinning project PL99/IB/OT/1A “*Development of official human resources and capacities for effective alignment and reform*” carried out by the Office of Civil Service (Poland) in cooperation with the British-Dutch-Spanish consortium 2000 – 2002. Achieved final results were positively assessed by the European Commission that recommended further improvement in the area of the public administration with EU financial support.

The implementation of new contract started on 13 September 2004 when the British Resident Twinning Adviser (RTA) began his mission in the Office of Civil Service (USC).

The implementation period was agreed on September 2004-October 2006. The total value of the project amounted 2.280 million Euro (€2 million EU Phare funding and €280,000 Polish co-financing). The project was carried out in cooperation with twinning partner - National School of Government, Cabinet Office in the United Kingdom.

b) Overall and Immediate aims of the project:

The further development of human resources, management skills, standards, practices and efficiency of the administration. The priority in this project has been given to the activities aiming at ensuring the compliance of institutional framework with the *acquis communautaire* in order to accelerate Poland’s preparation for the efficient functioning within the European Union.

By the implementation of this project:

- the structure, capacities and management skills of the public administration at all levels in Poland for effective management, fulfilment of responsibilities connected with the accession process were developed;

- modern and coherent human resources system, recruitment tools will be developed and civil service development system were reinforced;
- public opinion on the matter of administration issue and the access to public information were improved.

c) Aims of sub-projects:

- A: Strengthening management capacity
- B: Strengthening of recruitment system
- C: Civil service development system
- D: Information and promotion campaign

During 25,5 months of the project duration:

- 62 short-term experts from UK government organisations visited Poland and assisted in strengthening Polish public administration capacity;
- UK STE spent over 1,000 days of their time in support of the project;
- there were more than 60 training events organised ;
- over 1,700 Polish members of the civil service corps participated in training events held under the project – each ranging between one and 5 days in duration;
- 20,000 copies of publications were produced under the project distributed to offices of government administration in all parts of Poland.

d) Examples of the Project activities

System-building:

- Staff and public opinion surveys
- New HR management strategy
- Competency frameworks for (1) senior and (2) other Civil Service posts
- Induction of new staff
- Civil Service Assessment Centre
- Best practice in recruitment
- Civil Service Development Centre
- Fast Stream scheme – development for women managers

Training and development programmes:

- Performance management
- The role of HR units
- Staff induction and motivation
- Change management from an HR perspective

- Assessment centre assessors
- Recruitment specialists
- Development centre observers
- Women managers
- Public relations
- Internal communication
- Trainer training

Conferences:

- Directors-General (recruitment)
- HR Directors (introduction to the project)
- Communication specialists
- HR Directors (staff survey)
- HR Directors (HRM Strategy and guidebook)
- Women-managers (introduction to the women-managers development program)
- Directors-General, HR Directors, representatives of the working groups (final conference)

e) Products and results

Publications:

- Recruitment best practice
- Induction – manager’s guide
- Induction – new recruit’s guide
- HRM strategy/guidebook
- Competencies guide and framework – senior posts
- Competencies guide and framework – other posts
- Communications guide
- Civil Service corporate identity guide

Multimedia and video

- Assessment centre computer-based assessment tool - Styczniowy tydzień
- Development centre computer-based testing
- Electronic versions of guides produced for intranet/internet
- Training video – “Civil Service Development Centre”
- Training video – “Integrated Assessment Centre”

- Training video – “The selection interview”

Training materials and guides

- Produced for all training and development activities shown

Moreover, Twinning Covenant was supplemented by Investment Contract

Investment contract included:

- Electronic simulation game (for Recruitment System Strengthening);
- Psychological tests (for Civil Service Development System);
- Equipment for training events (notebooks (for Recruitment System Strengthening and for Civil Service Development System), LCD Projectors, Digital Camcorder).

All purchases contributed to the final success of the project including training events, functioning of the Civil Service Development Centre and Assessment Centre.

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PORTUGAL

The modernization of the Public Administration is provided for in the Government programme as being an essential instrument for the development strategy of the country. The modernization process is being implemented according to scheduling; the passing of a number of measures in the last two quarters in the following areas should be highlighted:

- Restructuring of the State Central Administration;
- Reform of the Civil Service Regime;
- Modernization and Administrative Simplification
- Development of E-Administration

Developments in the ambit of the areas referred to are as follows:

I. Structural reorganization of the State Central Administration

Implementation of the Programme for the Restructuring of the Central Administration

(Resolution of the Council of Ministers n° 39/2006, of 21st April)

The Programme for Restructuring the Central Administration (PRACE) was launched in 2005 and divided into three stages: strategic framework; assessment stage and organizational redefinition of Central Administration structures and resources; and implementation stage.

Once the strategic framework was prepared and the organizational assessment of the macro-structure of all ministries and their financial and human resources implemented, the execution stage of the Programme was started with the drawing up and approval of the organic laws of ministries, followed by analysis of the respective micro-structures and assigned resources.

To this end, the Council of Ministers passed general and special guidelines for the restructuring of ministries, the aim of which was the improvement in quality of public services, with gains in efficiency and rationalization of the respective resources.

The general guidelines referred to are:

- Reorganization of ministerial central services to fulfil support functions for governance, management of resources of an inter-ministerial, operational advisory and coordination nature;
- Re-organization of de-concentrated services at regional, sub-regional and local levels;
- De-centralization of functions.

Therefore:

To perform support functions for governance, each ministry must have a planning, strategy, assessment and international relations service. In addition to financial controllers, who also perform functions in ministries, there should still be an inspection and auditing service.

To carry out resources management, each ministry shall have a secretariat-general to provide assistance in a number of areas, namely, management of internal resources, technical, juridical and contentious support, documentation, information, communication and public relations. Units of shared services are to be set up; and each directorate-general or public institute shall have only, one organic sub-unit for the management of resources. Each ministry shall also have an ICT service.

Advisory or ministerial coordination functions shall be concentrated and integrated with the services and organizations of the ministry with competencies in matters that require advisory or coordination functions, or within the planning, strategy, assessment and international relations service or, in case of functions related to various, or, all ministerial powers.

The reorganization of services with operational functions depends on their specificity.

As regards de-concentrated regional services, their territorial sub-division shall correspond to NUTS II, and their reorganization shall be subordinated to balance the distribution of public services among the diverse regional urban centres; the optimization of physical and human resources and minimization of the impact on the regional mobility of civil servants; and of the sharing of services and setting up of regional and local multi-service counter.

As to the decentralization of functions, competencies to be decentralized shall be listed with a view to optimizing public resources and the proximity and quality of the public service. According to the subsidiary principle, the following shall be identified: planning, management and investment decisions in the regional ambit; those competences, which by their nature and grade of intervention must be decentralized to metropolitan areas or associations of municipalities; and management competencies, investment, supervision of local ambit licensing, to be decentralized to municipalities or parishes of suitable size.

2. Passage of a general regime for the abolishment, merger and restructuring of public services and of rationalization of staff

A general legal regime has been defined to frame processes for the abolishment, merger and restructuring of public services, without prejudice to provisions to be adopted, taking into consideration the specificity of certain administrative reorganizations.

Likewise, a general regime for the staff rationalization process has been established in situations where human resources assigned to some services are mismatched with regard to permanent needs and the pursuit of their objectives.

The concepts of abolishment, merger, restructuring and rationalization of staff have been characterized. For each one of these processes a number of rules have been defined for their purpose, objectives, time limits, responsibilities, staff mobility and re-assignment of other resources, to confer greater operability. It is, therefore, planned that these processes take only short periods of time (between 40 and 60 working days), under the direct responsibility of top management of the services involved.

On the other hand, it was decided that public services staff, who are involved in the abolishment, merger and restructuring or of rationalization of personnel, are subject to the application of special mobility instruments, provided for in specific legislation.

II. Reform of the civil service regime

Definition of the common regime of mobility between civil servants and contractual staff services of the Administration targeting their rational potential.

This measure is aimed at modernizing and improving the quality of public services, as well as the full potential of staff, rational management and upgrading of human resources.

This is intended to increase management effectiveness and the mobility of civil servants, by making the mobility instruments among services more flexible and adopting new measures, which foster training, vocational retraining or the resumption of the professional activity of civil servants in the Public Administration and other sectors.

A number of special mobility instruments are also provided or activated in a context of abolishment, merger and restructuring of services or of rationalization of staff.

In this way, instruments for staff re-assignment are applied to staff in this situation, in cases of merger or of restructuring of public services with transfer of powers or competencies to different public services, and of placement in situations of special mobility (SME), when in a reorganization of services context, staff cannot be maintained or re-assigned to other services.

A process to support staff placed in a situation of special mobility has been set up. This process is developed in three stages: the transition stage (the first 60 days), re-qualification stage (the 10 subsequent months) and the compensation stage (which starts after ending the re-qualification stage). In the first two stages, staff in a situation of special mobility shall not perform other remunerated activities. In the third stage, it will be possible to perform other remunerated activities (in this case receiving both public and private remuneration) although the duty of accepting the resumption of public service functions is maintained.

A number of important measures are still anticipated. These measures will be applicable to staff placed in a situation of special mobility during a number of stages of the support process, intended to strengthen their professional capacities, creating better conditions for them to resume functions. They are aimed at supporting vocational retraining or vocational reorientation, as well as favouring mobility and the resumption of professional activity in or out of the Public Administration.

Extraordinary leave has also been created. This leave confers the right to a monthly subsidy. Staff placed in a situation of special mobility benefiting from this leave, are allowed to perform for a fixed period, any remunerated professional activity outside the Public Administration, without obligation to resume public functions.

Finally, the recruitment of staff for an indefinite period is not allowed, by Central and Local Administration services, while there are staff in a situation of special mobility, in the career or category in question being previously guaranteed placement.

Measures in matters pertaining to the admission of new staff

(Resolution of the Council of Ministers n° 38/2006, of 18th April)

A number of principles and procedures were laid down to be observed in the substitution of Direct and Indirect Public Administration staff leavers either due to retirement or any other un-attachment/unlink, by staff admitted by appointment, individual employment contract without term, and employment contracts governed by public law or other employment contracts. These principles and procedures are aimed at

implementing the principle of one new admission for every two leavers on retirement grounds, or others, to reduce the number of staff in the Public Administration and re-qualification of human resources.

Measures to strengthen staff control mechanisms

(Decree-Law n° 169/2006, of 17th June)

The ambit of freezing admissions of staff has been extended to all services and organizations of Direct and Indirect State Administration.

The admission of staff by means of appointment or of contract of any kind whatever is frozen. The possibility of entering into contracts shall be dependent upon the unfreezing process laid down by law.

The regime of signing and renewing of hiring contracts with a non subordinated nature, that is to say, performed with autonomy and not subject to discipline, hierarchy or compliance with a working schedule in the modalities of contracts for the performance of specific work of an exceptional nature without hierarchic subordination. These contracts may only be entered into by means of authorization of the Supervising Minister, after favourable opinion of the ministers responsible for Finance and Public Administration

Adaptation to Local Administration of the management staff status of services and organizations of central, regional and local administrations

(Decree-Law n° 104/2006, of 7th June)

The Decree-Law adapting the Management Staff Status of the Public Administration to Local Administration has been amended, so as to adjust it to recent legislation regarding Management Staff Status.

In this way, the legal regime of management staff appointments applicable to direct and indirect state administration is also applicable to local authority managers.

Adaptation to Local Administration of the Integrated System for Performance Assessment in the Public Administration (SIADAP)

(Regulatory Decree n° 6/2006, of 20th June)

The rules of SIADAP have been applied to Local Administration, so the assessment process in local authorities is to be carried out as from 2006, in accordance with new assessment parameters, with due adaptations.

A number of adjustments need to be undertaken where necessary for the adaptation of the assessment coordination council to distinct realities (municipalities, parishes, metropolitan areas and inter-municipal communities).

It is anticipated that diverse entities shall submit an annual report on the results of performance assessment to the member of the Government, on computerized-based support for the management and follow-up of SIADAP. It is incumbent upon the Directorate-General for Local Authorities to create a data base for statistical processing. This data shall also be sent annually to the Directorate General for the Public Administration.

Adaptation of the legal regime of Professional Probation Periods in the Public Administration Programme for Local Administration

(Decree-Law n° 94/2006, of 29th May)

The adaptation to Local Administration of the Professional Probation Periods in the Public Administration Programme is aimed at integrating young people into active life, complementing a pre-existent qualification through practical training in the ambit of public services.

While temporary integration of qualified resources with suitable vocational training is permissible, the professional probation period in Local Administration constitutes a privileged instrument for the modernization of Local Administration, by developing structuring projects in local authority institutions.

The professional probation periods are intended for young people between 18 to 30 years of age, holders of a post - graduate Bachelor degree or Bachelor degree (levels of qualification V and IV) or with a course on professional qualification (level III), recent leavers from education and training systems looking for a first job or unemployed persons in search of new employment, in conditions to be regulated. These professional probation periods may be followed by local authorities and inter-municipal entities.

The maximum number of trainees to be recruited is set annually. The group of trainees is distributed over different entities, taking into consideration the needs of human resources and internal conditions for the reception and follow-up of trainees.

III. Modernization and administrative simplification

1. Programme Better Legislation

(Resolution of the Council of Ministers n° 63/2006, of 18th May)

The programme includes a number of measures intended to materialize all presuppositions, demands and conditions to create better legislation with increased justification, adequacy and quality of normative government acts. This programme is aimed at improving the quality of acts passed by the Government, de-bureaucratizing the State and facilitating the lives of citizens and companies, namely:

- De-materialization of many acts of Government and Administration, with special emphasis on legislative procedure, by resorting to Information and Knowledge Technologies, so as to ensure simplification, accessibility, safety and reliability in the ambit of the State Electronic Certification System - Public Key Infra-Structure;
- Reform of rules of access to the Official Gazette, as a public service, by reducing the publication in paper of the Official Gazette and fostering electronic publication, by means of granting full legal value, and establishing universal, free access to all citizens, with availability of printing, archive and search;
- Rationalization and simplification of publication rules in the Official Gazette;
- Improvement in access to the right to legal information processed on-line, through subscription to the Official Gazette enabling solutions through advanced searches of legal data bases;
- Adoption of assessment measures of the impact on normative acts of Government, particularly the introduction of Simplex; a prior assessment test of the impact of Government normative acts;

- Adoption of measures relating to control of normative Government acts, as regards technical quality, namely through the updating of the rules for drafting normative acts to be observed by ministerial offices and by Public Administration services and organizations, set out in the annex to the Council of Ministers Rules of Procedure and the Practical Guide to Draft Normative Acts, to be made available on a public access Internet site, to be permanently updated, as a reference instrument for the design, drafting and choice of form of normative acts;
- Introduction of new open hearings, with recourse to Information Society Technologies, namely through the Government portal;
- Introduction of automatic control mechanisms for time limits to regulate legislative acts, as well as the transposition of community directives in due time;
- Special follow-up of efforts by international organizations directed at public policies for Better Regulation.

2. Establishment of universal free of charge access to the Official Gazette as a public service

(Decree-Law n° 116-C/2006, of 16th June)

Consultation of and knowledge of the law is made available to citizens, with possibility of printing, archive and search, by means of the universal, free access to the electronic edition of the Official Gazette as from 1st July 2006.

The open divulgation of the Official Gazette is a public service indispensable for the strengthening and exercising of active citizenship and is essential with the generalization of new Information and Communications Technologies.

At the de-materialization of procedures level, the publication of acts in the Official Gazette is to be made exclusively by electronic means, in keeping with demands for reliability and the security of the qualified electronic signature, in the ambit of the State Electronic Certification System - Public Key Infrastructure, as well as in accordance with electronic forms expressly designed for this purpose.

The Official Gazette is to be comprised of only two series, edited by electronic means, and made available on the site of Internet managed by Imprensa Nacional – Casa da Moeda, S. A. (Stationery Office – Mint, Plc.

The Internet site where the electronic edition of the Official Gazette is available will provide by means of payment, an access service to Digesto data base (Integrated System for the Processing of Legal Information). The progressive connexion and inter-operability with other legal data bases in the Public Administration is also planned.

This service will reinforce means of access to processed legal information, by means of a subscription to the Official Gazette enabling the advanced search of legal data bases; this service will be available as from 15th September 2006.

3. Creation of a “company on-line” and of the “Just –in-time trade mark”

(Decree-Law n° 125/2006, of 29th June)

This new legal regime permits the on-line incorporation of commercial companies and non-stock corporations under a commercial form by private and public limited companies.

It is also possible in the ambit of the “just-in-time company”, to create the “just-in-time trade mark”.

These initiatives – “company on-line” and the “just-in-time trade mark” – Implement Simplex Programme measures and creates conditions to reduce administrative hindrances to the fostering of the entrepreneurial spirit, essential to improving economic competitiveness.

“company on-line” project allows for:

a) Incorporating companies by electronic means, by recourse to the Internet, without the need to move from one place to another;

b) Creating companies in a speedy way, allowing immediate incorporation of companies or within the time limit of two working days after the payment of charges according to the Memorandum and Articles of Association adopted has resulted from a choice among pre- approved Memoranda and Articles of Association or from the forwarding of a Memorandum and Articles of Association drawn up by the parties concerned;

c) Creating companies in an inexpensive way, as the cost shall be always lower than the cost of the traditional method of incorporating commercial companies;

d) Creating companies in a safe way, as the electronic communications necessary to the relevant auditing entities are ensured;

e) Interested parties may incorporate companies through the use of suitable electronic certification means or by requesting the services of lawyers, or legal counsels or notaries public.

The special regime of allowing immediate incorporation of companies “Just-in-time Company” may choose a trade mark for the company chosen by this procedure, so it is possible to obtain a “just-in-time trade mark”.

4. Development of the citizen’s card

A draft Bill was passed as part of the State Modernization Programme aimed at introducing an instrument for simplification: the citizens’ card.

The citizens’ card will replace the identity card, taxpayer identification number card, poll card, health card and social security card.

Each citizen’s card will enable the identification in person and by electronic authentication.

In addition to identification data, the citizens’ card allows the respective holder to create memory for storage of personal information available relating to the blood group, indications of allergies or emergency contacts.

Likewise, the offer of the functionality of qualified electronic authentication and of an electronic signature, in this case optional, is provided for.

IV. Development of electronic administration

1. Creation of the State Electronic Certification System – Public Key Infra-Structure and granting of competencies of the Certifying Authority to the National Security Authority

(Decree-Law n° 116-A/2006, of 16th June)

The State Electronic Certification System – Public Key Infra-Structure (SCEE – ICP), will operate for public entities and Public Administration services and organizations.

The aim of the SCEE – ICP is to develop a reliable electronic structure, for services made available by the certifying authorities that make it up, and can provide, namely, the carrying out of safe electronic transactions, the strong authentication and a means of signing electronically transactions or information and electronic documents, with a view to implementing electronic government (e-government).

The creation of this system is essential to the development of scheduled or in progress projects, in the ambit of the Information Society and of the electronic government, such as the full de-materialization of the legislative process of Government, the implementation of the Citizens' Card and the Portuguese Electronic Passport, the electronic certification by the Government, making Public Administration services available via the Internet, and the de-materialization of procedures intra and inter services and organizations of the State.

2. Setting up of a public service enabling optional communication, between Public Administration, autonomous administrative services and organizations, independent administrative entities and courts, citizens and companies, by sending electronic mail and by a nominal Electronic Post Box

(Resolution of the Council of Ministers n° 50/2006, of 5th May)

This measure is aimed at simplifying citizens' access to public services and companies.

It is intended to establish a system of electronic communications between State, citizens and companies. This system along with traditional postal mail, will contribute to facilitating, speeding up and creating more efficient communications between these intervening parties. In addition, it will enhance the possibility of individuals using this system in the ambit of contractual relations entered into with other private entities service providers.

The creation of this public service will permit the voluntary carrying out of communications between the State (services and organizations of direct, indirect or autonomous administration), independent administrative entities and the courts, citizens and companies, by sending electronic mail and by a nominal electronic post box.

SLOVAK REPUBLIC

Public Service Reform New Developments

The parliamentary elections in Slovak Republic (June 17th, 2006) changed the political situation in the field of legislative and executive powers. New government brought some critical views in to the process of public service reform, but new interesting ideas too. In the end of the year 2006, another municipal elections (December 12th, 2006) will occur and will have also influence to public sector reform process.

The last phase of the former government concept of public sector reform brought more competencies for self-governments. Beyond the existing self-govern municipalities, the self-govern regions were established and obtained a strong executive powers decentralized from state level. They have competencies in health services, nurseries, primary and secondary schools, roads, city transports, supply of electricity, gas and water, regional development, cross-border cooperation, real estate taxes and many others.

In the last phase of the reform former government planned even more strengthen the self-government autonomy – e.g. replacing of some elements from state budget grants for municipalities and self-govern regions by direct participation on taxes; changes on some taxes specification; removal of divided competencies; strengthening of administrative judicature. On other side, the more powerful system of internal and external control for municipalities and self-govern regions was planed. One of the main tasks remained the enforcement of appropriate model for very small municipalities' cooperation, with a view to ensure for citizens from small municipalities without necessary revenue, adequate and quality services and possibilities for local development.

The abolishment of the Civil Service Office, after four year of effort for establishment of modern civil service, happened before parliamentary elections (May 30th, 2006). It's happened during the parliamentary session dealing with amendment of Civil Service Act, by MP's proposal, coming from coalition political party. Some of the competencies passed to Ministry of Labor, Social Affaires and Family and Office of Government, others, decentralized between all central governmental bodies. With number of Civil Service Act's amendments (16) and non-existence of coordinative body, the original spirit of professional civil service creation vanished for now.

One part of the new government agenda declaration is paying attention to public sector reform. The aim of the new government is the continuity of the reform process, by focusing on improvement of public service management and supervision, finance and e-government sector, supporting the cooperation with citizens and municipalities associations. Government will be working on legislation regulating the long-lasting bureaucracy problems, citizenship affording rules, etc.

However, some of the goals are brightly new. The intent of the government is to abolish the district offices during the next year. Most of the competencies will pass to the self-government regions authorities and new economic model of the state regional authorities, in the field of non-delegable competencies, will be established. For this purpose, the analysis of the recent development and actual situation of the public service will be elaborated till February 28th, 2007. Analysis will serve as a basis for improvement of the administrative services effects, crisis management and enduring problems solving. The possibilities of organizational division and staff reduction till 20% will be part of analysis too.

For more information see: <http://www.vlada.gov.sk/english/>;
<http://www.government.gov.sk/decentralizacia/index.php>

SPAIN

I. Service Quality

Antecedents to the current situation

On the basis of Royal Decree 1259/1999, dated 16 July, through which the Citizen's Charters and the Quality Awards in the Central Government Administration are regulated, the Deputy Directorate of Quality of Services has been developing a quality plan over recent years with the objective of pursuing, through the introduction of culture and quality management instruments, certain efficient and committed public organisations that offer quality services.

This period's balance sheet indicates that the various authorities and bodies of the Central Government Administration have experienced a globally acceptable evolution in their internal operation and in their relationship with service users.²

On the other hand, the social, cultural and administrative development, together with the education acquired in recent years, justify the opportunity to delve more deeply into the measures already implemented and to explore new ones. This exploration should be done from an integral perspective that will contribute to the improved operation of the Central Government Administration and, thus, to the betterment of the service quality offered to citizens.

The strategic importance that the Government's agenda grants to the culture of evaluation and quality management is clearly evident in the project soon to be created by the State Agency for the Evaluation of Public Policies and Quality of Services.

Approval of Royal Decree 951/2005, dated 29 July

The purpose of this Royal Decree is the design of a "General Framework for the improvement of quality in the Central Government Administration". This framework makes the coordinated and synergetic integration of a series of basic programmes possible, in order to continuously improve services through the participation of the various interested agents: policy-makers and higher-level authorities, managers and the civil society.

On the one hand, the objective is to provide the authorities and bodies of the Central Government Administration with a homogenous, normative framework in order to develop the quality programmes. On the other, it is expected that service users and citizens in general have the tools to become more actively involved in the Administration's improvement.

The six programmes of the Royal Decree

The first four programmes listed below comprise a reformulation of those already in existence, introducing significant changes with regard to the previous situation.

² The information on the results of the programmes contained in this RD were published in previous versions of this document.

- *Citizens' Charters Programme*: The possibility of amendment measures is planned in the event of a breach of the declared commitments, without resulting in pecuniary liability. Also included are the possibilities of measures for the carrying out of verification and certification and for creating, if applicable, inter-organisational or inter-administrative Charters.
- *Complaints and Suggestions Programme*, previously included in Royal Decree 208/1996, dated 9 February, in which the services of administrative information and citizen's service are regulated. This programme is fully integrated in the Framework for Quality Improvement currently established as a tool for knowing users' opinions and for continuous improvement.
- *Programme for the Evaluation of Quality in Public Bodies*: The papers regarding self-assessment and external evaluation, as well as their corresponding procedures, are explained. The General Directorate of Inspection, Evaluation and Quality of Services, in close connection with this programme, has developed and implemented a basic Model of Evaluation and Improvement (EVAM- Modelo Básico de Evaluación y Mejora). The model is to be used for application in those units that are faced with this practise for the first time, and as a preliminary step for carrying out self-assessment with more complex models (EFQM).
- *Recognition Programme*: It widens the range of application of the Awards to include all the public administrations (including local and regional ones) and introduces another form of recognition, the level of excellence certification.
- *Programme to analyse the Demand and Evaluation of User Satisfaction*: The enquiries made to the users of the services are explicitly regulated for the first time through the use of social research techniques and methodologies, both able to be consolidated in the entire Central Government Administration as a whole. The results are to be used in the development of other General Framework programmes, such as the Citizens' Charters, the Evaluation of the Quality of Public Bodies and the Quality Observatory.
- *Public Services Quality Observatory*: this observatory is considered a global, participative and transparent mechanism used to integrate information from other programmes, as well as the social perception regarding public services. A project that was launched in 1993 is to be recovered and recreated. At that moment, it was meant to be a pioneering initiative, not only in Spain but also in all of Europe.

The Royal Decree also addresses common issues, such as the various levels of responsibility in the development of the programmes and the corresponding incentives. Its objective is to encourage their application, including rewards to individuals and groups involved.

In developing what was set forth the Royal Decree itself, the General Directorate of Inspection, Evaluation and Quality of Services has created the corresponding support guides for the first five programmes mentioned, which are available at: http://www.map.es/iniciativas/mejora_de_la_administracion_general_del_estado/servicios_publicos/evaluacion_calidad/calidad/documentos_publicaciones.html

- *Notification Order at the Prizes for Quality and Innovation in Public Management*. The evaluation process has concluded and the prizes will be awarded at the end of this year.
- *Relative resolution for the instructions for the Certification of the level of excellence of the organizations of the General State Administration*. Last July, the entry date for applications

closed. Thirty-seven have been received. The resolution will be published before the end of October.

II. Evaluation of Public Policies

To fulfil the new duties assumed by the Department as regards public policy evaluation, the Division of Evaluation of Public Policies has been created.

Its main objective is the promotion of the culture and the practise of evaluating public policies. To this end, it is working on a project to create the State Agency for the Evaluation of Public Policies and Quality of Services. Following the approval of the Law 28/2006, dated 18th July, on State Agencies for the improvement of public services, in which the creation of the Evaluation Agency is authorized, the measures aimed at its implementation, drafting of the initial plan of action, its budgets and statute have been accelerated.

This year, its evaluation projects are focusing on the National Reform Programme, as planned in the presentation of the Programme before the community institutions. This work has culminated in the preparation of an evaluation for the first year of implementation of the PNR.

III. Regulatory Impact Analysis

Also created to fulfil the Department's new functions, this division is responsible for the preparation and development of proposals and methodologies, a necessary training activity for the gradual introduction of regulation management techniques in the normative creation and decision processes. This department is also responsible for the preparation of systematic reports and analyses of the management of the regulation and evaluation of the impact in this matter.

Additionally, this division actively participates in three tasks:

- Evaluation of the National Reform Programme policies.
- Creation of the master documents that will regulate the life of the future state agencies,³ and specifically, their statutes, management contracts and initial plans.
- Creation of the initial plan and other strategic elements of the future State Agency for Evaluation of Public Policies and Quality of Services.

IV. E-Government

In this issue, the Spanish Ministry of Public Administration has concluded the following projects:

- Replacement of printed certificates for data transfer (DEVELOPMENT COMPLETED, Extension Initiated).
- On-line notifications (IN SERVICE and Extension Initiated) .
- Catalogue of publications (IN SERVICE).
- Registration in selection procedures via on-line registration (in service since March 2005).

- Electronic Contracting and Tender System. This system has been implemented in the Ministry of Development (it will come into effect at the end of the spring) and it is being implemented in the Ministry of Public Administrations (PILOT PHASE AND TESTING) .
- Promotion of the institutional image (COMPLETED). Manuals for institutional image and the creation of web-pages have been drawn up and distributed in the General State Administration .
- Reform of the Higher Informatics Council (COMPLETED). See RD 589/2005, of 20th May.

Strategic Plans for 2006-2010

The Council of Ministers approved an ambitious plan for the period 2006-2010 for the development of the Information Society and Convergence with Europe as well as between Autonomous Regions and Autonomous Cities, which is called the Avanza Plan.

The Avanza Plan is structured around five important lines of action:

Home and Citizen Inclusion,

Competitiveness and Innovation,

Education in the Digital Era,

Digital Public Services, with measures that allow the services offered by the Public Administrations to be improved, increasing the quality of life of citizens and the efficiency of businesses.

The new Digital Context.

In the area of digital Public Services, the objectives defined by the Plan are the following:

- Guarantee the right of citizens and companies to deal electronically with the Public Administrations, so that some of the services offered by the Administrations should be available on the Internet by 2010.
- Establish the mechanisms so that the offer of on-line services corresponds to demand, creating a clear catalogue of electronic services.
- Guarantee the existence of the appropriate channels so that all citizens and companies may use the services provided by the Public Administrations.
- Modernize Spanish Public Administrations in terms of improving quality, agility and performance of citizen services, efficiency in the use of public resources, cost reductions, user satisfaction, interdepartmental integration and administrative simplification.
- Create cooperation structures between the different Public Administrations (General State Administration, Autonomous Regions and Local Entities).

To achieve these objectives, a series of projects have been set in motion, among which the following can be highlighted:

- The right of citizens and companies to deal electronically with the administration will be regulated by law, whereby the preparation of an Electronic Administration Law is currently under study.
- Implementation of a System of Applications and Networks for Administrations (SARA), a technological infrastructure which allows and ensures communication between the different Public Administrations and offers the exchange of applications, allowing inter-administrative cooperation.
- Preparation of a catalogue of available electronic services, which currently consists of the services offered by the Central Administration and the Autonomous Regions.
- Implementation of an integrated network providing citizen attention administrative services (060 network), which offers multi-channel access to the services provided by the different administrations which are gradually being integrated into this network. This network consists of physical offices for public attention, a single telephone number (060) and an integrated services portal (www.060.es). It also offers a platform for communication by mobile phone (sms messages).
- Creation of a new National Identification Document with an integrated chip, with digital identification certificates and electronic signatures (with a commitment to have 300 services available in December 2006, and 300 new processes with e-DNI annually as of 2007).
- In the area of General State Administration, a series of Royal Decrees has been approved, which eliminates the obligation of citizens to present documents in administrative procedures when these documents are in the hands of the Administration (photocopy of the DNI, registration certificate) and facilitates the electronic presentation of documents.

V. Decentralisation and Strengthening of Local and Regional Governments

The extensive process of territorial decentralisation in Spain continues developing. The following are among the most noteworthy measures.

Special laws have been created for the two largest Spanish cities -Madrid and Barcelona-, which will strengthen their powers and autonomy. The special Laws of Madrid and Barcelona have already been passed in Congress.

A draft of a fundamental law on government and local administration is being devised and is already in advanced stages. This Law strengthens the organisational autonomy and powers of local entities, especially those of the municipalities.

Likewise, a Sector Conference for Local Affairs has been created as the highest cooperative authority between the Central Government, the Autonomous Communities and the local entities as regards government and local administration.

Within the scope of the Autonomous Communities, an important reform process for the Autonomy Statutes has begun in order to delve more deeply into this area. The Community of Valencia and Catalonia reform have already been processed while that of other Autonomous Communities currently being discussed in Congress.

The Presidential Conference has also been created, which unites the President of the Government of Spain and those from the various Autonomous Communities, as the highest authority of inter-territorial political cooperation.

Finally, a procedure has been established for the direct involvement of the Autonomous Communities in European affairs through their participation in the EU Council of Ministers, together with the appropriate national minister.

VI. Project of Basic Statute for Public Employee

On September the 8th the Spanish Parliament has assumed the discussion of the project of Basic Statute for Public Employee that had been sent by the Government the last July 2006.

This text sets the framework of general principles that rules all the situations of public employees, including personnel subjected to labour law, as well as everything that is common to all the public administrations (Central, Regional, Local).

The main points of this reform are:

- The up-date of rights and responsibilities of public employees, making a distinction between individual and collective rights and including, besides the classical rights, new rights as objectivity and transparency of procedures of evaluation, the respect to personal intimacy, specially in cases of mobbing and sexual pursuit, or the right to conciliate private and professional life.
- It is the first time that a catalogue of basic responsibilities of public employees is included in a formal text (Code of behaviour).
- The definition of the different groups of public employees: under civil service status (with or without life long guaranteed) ; under the system governed by the labour code; casual employees. It is innovating the inclusion of a new kind of category called "manager employee", whose management is submitted to effectiveness, efficiency, responsibility, and performance appraisal criteria.
- The text changes the current classification system of public employees, setting two main groups: one for administrative tasks, and the other one for management tasks. These two categories are also divided in two more, respectively.
- It is also included some measures aimed to reduce the administrative temporality in some posts.
- The Basic Statute sets the framework, to be developed for all the Administrations, to create performance appraisal systems. The common principles must be equality, objectivity and transparency.
- Functional mobility is also one of the goals of the text, as well as introducing some changes in the current remuneration system for public employees.
- It is also relevant the inclusion of different bodies and cooperation tools aimed to reinforce and coordinate the relations between the different levels of Administration (Central, Regional, Local).

SWEDEN

Organisational changes in the area of public management

The Merger of Government Agencies-reform

Since the late 90's a Merger of Government Agency-reform has taken place in Sweden. A number of Swedish agencies have been reorganised and government organisations originally consisting of several more or less autonomous regional authorities and one central administration have merged into one single agency. Examples are the Swedish Armed Forces, the Customs, the Prison and Probation Service, the Forest Agency and the Swedish Work Environment Authority. Main targets for the reform are better efficiency and a higher quality in services, a better rule of law and a more comprehensive definition and distribution of responsibilities.

Evaluations of two of the most recent examples of such mergers, *the Tax Agency and the Social Insurance Administration*, implies that organisational measures can contribute to better efficiency and quality in public services. Problems with inequalities of services, differences in handling routines and divergence in decisions have been addressed. Costs have been cut through better coordination and use of economies of scale. The distribution of knowledge and human resources within the organisations has improved. Since the regional entities were organised as independent authorities they were not directly accountable to the central agency or to the national government. Through the reform responsibilities and accountabilities have been clarified.

Below are some examples of measures and organisational changes in the two agencies.

Measures for better rule of law

- New organisation for government and support for issues of social insurance
- Concentration of case handling
- Common routines and processes for handling cases

Measures for better efficiency

- Concentration of administrative support and services
- Redistribution of cases between regional offices according to competence and resources

Measures for clearer responsibilities

- Three departments; Insurance, Production and Development
- Regional offices organised under the Production Department
- Organisational separation of procurement and production (IT-services, personnel administration etc.)

Measures for better services

- A customer communication strategy
- Specialization of services to specific groups of users

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The reorganisation of Government Staff Agencies

In 2005 the government staff organisation were reorganised. The government's goal was to enhance the development of public administration and its activities by giving the government's staff agencies clearer responsibilities.

The *Swedish Agency for Public Management (Statskontoret)* was given the task to focus on, and on request from the Government, perform reviews and evaluations of public/government administration and state-financed activities. Statskontoret is to provide support and base for government actions aimed at better efficiency and governance of the public sector.

A new agency, *Swedish Administrative Development Agency (Verva)*, was formed for the development of a coherent public administration. Verva's tasks are to promote and support the development of public administration, support human resource development and strategic human resource management and enhance coordination in government administration.

The *Swedish National Financial Management Authority (ESV)* is responsible for the development of efficient financial management for central government agencies and for analyses and forecasts of central government finances. To ESV was now transferred the task to coordinate government purchasing-systems aiming at better efficiency and cost cuts in public procurement. ESV also took over the coordination and administration of certain state premises and the coordination of internal auditing in central government.

More information of the agencies and their activities can be found on the following websites:

www.statskontoret.se

www.verva.se

www.esv.se

New Swedish Government

In September 2006 there was a change of government in Sweden. On 6 October 2006 the new government presented its policy for the next four years in its Statement of Government Policy. One of the government's main priorities is to improve the climate for business and to increase employment. The government states e.g. that new policies in major fields will lay the foundation for long-term, sound economic development, create scope for increased welfare and increase power for individuals and families in their own daily lives, not least through greater opportunities for people with low or normal incomes to influence their situations through their own work. Sweden's development is based on people's entrepreneurship and the ability to create must be used. This applies to the economy and enterprise, to health and medical care, to schools and social services. The goal is equal opportunities to make free life choices, and shared responsibility for ensuring that a family can work out the challenges of everyday life. Sustainable development must be guaranteed. It is the Government's ambition to create the conditions for more people to find work and for more people to be able to grow. More people will gain control over their own lives and more people will grow in knowledge.

The full statement can be found at www.sweden.gov.se/sb/d/2031/a/70233

TURKEY

Establishing Social Security Agency

In order to meet the needs in removing the disorganization at the institutional structure in the field of social security and providing effectiveness in management, Social Security Agency has been established by the Law Number 5502 published in the Official Gazette Number 26173 and **dated 20/05/2006**.

The success criteria of the new institutional structure are as follows:

1. Establishing an easily accessible and full-automated structure.
2. Setting up a system through which it is easy to access to service, all of the services from the utmost service unit are provided.
3. Service provision of good quality and standard.
4. Shortening the transaction duration and turning it into simultaneous way by progressive stages. Meeting immediately the information demand at the demanded time and content.
5. Basing the service approach on e-government and e-service concept.
6. Increasing the working satisfaction of the employees as a result of rises in service quality.
7. Minimizing corruption and fraud by technology-assisted software and auto-control mechanisms

Establishing Turkey Investment Support and Promotion Agency

In order to determine and implement the investment support and promote strategies for encouraging investment in Turkey to increase the investments needed in the economic development of Turkey, Turkey Investment Support and Introduction Agency has been established by the Law Number 5523 published in the Official Gazette Number 26218 and **dated 04/07/2006**.

The duties of the Agency are as follows:

- a) To determine and implement the investment support and promote strategy at national level in cooperation with development agencies and other relevant institutions.
- b) To coordinate and support the investment support and promotion activities carried out at international level by the public institutions and agencies, development agencies and private sector institutions.

- c) To design and present information and directing services for the investors; to promote the information and directing services needed by the investors before, during and after investment in coordination with the development agencies.
- d) To follow the procedures under relevant institutions and agencies and development agencies in order to support completion of permission and approval procedures relating investments.
- e) To conduct the permission and approval procedures of the investment to be determined according to the criteria such as the type, field, capital amount of the investment or employment opportunity to be gained by the investment under relevant institutions and agencies and development agencies on behalf of the investors as different or the same for the investment with domestic capital by the Cabinet and direct foreign investments.
- f) To make an attempt in the subject of finding solutions to the problems under relevant authorities by detecting the obstacles and problems to be possibly encountered by the investors.
- g) To form all sorts of information and data or to collect from the relevant institutions and agencies, which will contribute the increase of investments in Turkey, update and distribute them, to cooperate with national and international institutions in this issue.
- h) To make an attempt under relevant authorities in terms of making necessary policies in order to provide effectiveness to the investment support and promotion activities.
- i) To contribute to the reform process for the recovery of investment environment, to create suggestions in this context.
- j) To provide technical and material contribution to national or international congress, seminars and similar meetings in the subjects which fall into his duties, to support, organize and join those meetings.
- k) To issue printed or electronic publication in Turkish and foreign languages in the subjects which fall into the duties of the Agency and to support such publications.

Regulating the Works of Internal Inspectors

In order to promote accountability and financial transparency in public management, the concept of setting up an effective internal inspection system has come out and as a result of it, the concept of internal inspection has been regulated upon the Law on Financial Public Management and Control Number 5018.

As to regulate the numbers, qualifications, assignments, procedures and principals on working of the internal inspectors in public administration, the regulation Number 2006/10654 published in the Official Gazette Number 26226 and dated **12/07/2006** has been issued.

In accordance with this regulation the duties of the internal inspectors are as follows:

- a) To evaluate the management and control structures of the public administrations in terms of objective risk analysis.
- b) To conduct examination and make suggestions in effective, economic and efficient use of resources.
- c) To perform legal conformity inspection after expenditure.

- d) To inspect and evaluate the conformity of the expenditures, decisions and dispositions about financial operations of the administration with the aims and policies, development plan, programs, strategic plans and performance programs.
- e) To conduct the system inspection of financial management and control processes and to make suggestions in those issues.
- f) To make suggestions recovery-oriented in the framework of inspection results and to follow them.
- g) To inform the highest authority of the relevant administration when encountered with a situation which requires an inquiry to be launched during inspection or according to the inspection results.
- h) To inspect the accuracy of the information produced by the will of public administration.
- i) To help determine the performance indicators in situations judged necessary by the top executive, to evaluate the applicability of the determined performance indicators.
- j) To inform the top executive of his detections concerning the situations constituting guilt.

The Strategy For Information Society And Its Annex Action Plan

The Strategy for Information Society which was announced on **28 July 2006** in the Official Gazette covers an integrated transformation with a view to ensuring a sustainable economic and social development based on the information having global competitive capacity and increasing social welfare in Turkey until 2010.

The aim of the Strategy for Information Society and its annex Action Plan is to constitute the basic background paper of the upcoming 5 year period for the citizens, public sector, business world, non-governmental organizations, shortly for all the segments of the society and to light the way for the future activities.

Main objectives of the Strategy for Information Society are:

- to ensure administrative and operational modernization in the public sector by reviewing the public working processes,
- to provide services of the public aimed at the citizens and business world in a more effective, rapid, easily accessible and efficient nature,
- to ensure citizens to make the maximum use of the opportunities of the information society, to reduce digital gap and to increase employment and efficiency,
- to ensure widespread and effective use of the information and communication technologies by the enterprises to generate more added value,
- to provide the growth of the information and communication technologies and to position it as a competitive sector through the establishment of a competitive environment that will provide widespread, high quality services at reasonable prices.

The conditions and needs of the country that have the potential to play an important role in the information society transformation process were determined and strategic priorities and objectives were fixed by taking the general approaches and dynamics into consideration in order to develop correct

strategies and to take the appropriate steps in time for the information society transformation process which is directly related to almost all the areas of economic and social life.

Turkey's transformation process into an information society will be carried out in 7 strategic priorities. Below are the main priorities and their main action themes.

1. Social Transformation; "Information and communication technologies opportunity for everyone"

The economic and social benefit will increase with the effective use of the information and communication technologies by the citizens.

Main action themes:

- Widespread Access
 - Focused Competency
 - High Motivation and Rich Content
2. Influence of the Information and Communication Technologies on the Business World; "Competitive advantage for the enterprises through information and communication technologies"

On one hand the SMEs will be encouraged to carry on e-trade by increasing computer ownership and Internet access, on the other the information and communication needs related to strategically important sector and areas will be determined and sectoral oriented special efficiency plans will be implemented so as to meet this need.

Main action themes:

- Facilitating Business Relations with the Government
 - Establishment of the Environment for Obtaining Information
 - Developing the Information and Communication Technology Competency of the Businesses and Employees
 - Improving e-Trade
3. Citizen Oriented Service Transformation; "Providing public services of high standard"

The public services will be provided in electronic form starting from the intensively used ones with high yield capacities with the assistance of information and communication technologies and the service provision will become more effective by reconstructing the business processes in line with the user needs.

Main action themes:

- Citizen Oriented Approach
- Service Transformation

- Communication Management
 - Health Services
 - Educational and Cultural Services
 - Justice and Security Services
 - Social Security and Aid Services
 - Citizenship, Registration and Permissions
 - Agriculture
 - Business World
 - Transportation
 - Finance
 - Local Administrations
4. Modernization in the Public Administration; “Public administration reform supported by the information and communication technologies”

The establishment of an effective e-government with organizational and process structures in conformity with the conditions of the country and which considers the efficiency and citizen satisfaction as the primary factor will be implemented with the assistance of the information and communication technologies.

Main action themes:

- Information Society Organizational Structuring and Governance
 - Joint Technology Services and Infrastructure
 - Effective Procurement Management
 - Data and Information Management
 - Electronic Communication
 - Human Resources and Competency Improvement
 - Security and the Privacy of the Personal Information
5. Global Competitive Information Technologies Sector; “Information technologies sector as an international actor”

The focus will be on the expansion to the overseas markets by improving the competency through project oriented services and public-private sector cooperations in the field of information technologies services and on the sectoral solutions with high competitive advantage in the field of package software.

Main action themes:

- Developing Human Resources
 - Sectoral Structuring
 - Improving Sectoral Competencies
 - Increasing Export
 - Expanding Demand
6. Competitive, Widespread and Cheap Communication Infrastructure and Services; “High band access opportunity of high quality for all parts of the society”

In order to improve and expand communication infrastructure and services an effective competitive environment will be established in the service provision and infrastructure of telecommunication sector thus creating the proper environment for the provision of fast, seure, permanent and high quality communication services at reasonable prices and for the establishment of the telecommunication infrastructures based on new technologies.

Main action themes:

- Establishment of the Competitive Environment in the Telecommunication Sector
 - Tax Arrangement in the Communication Sector
 - Expanding and Improving Communication Infrastructures
7. Improving Innovation and R&D; “New products and services in compliance with the demands of the market”

In the information and communication technologies sector which is gradually gaining more demand in the World market and which is an innovative sector with high added value, priority wil be given to the R&D activities and developing new technologies and putting these new technologies into the production scheme will be encouraged. On the other hand, information and communication technologies will be utilized at the maximum level in the improvement and activation of R&D and innovative activities.

The first four of the strategic priorities listed above are aimed at making changes in citizens, public sector and business world which play an important role in the economic and social transformation and the other strategic priorities are aimed at strenghtening the information and communication infrastructure and the sector that provides this infrastructure in order to realize the transformation and at developing new products and services in conformity with the market demands so as to increase the competitive capacity of our country.

In order to attain and implement the objectives of Information Society Strategy as a whole, it is critical for all the sectors of the society especially the public institutions and agencies, business world, non-

governmental organizations to act in coordination by adopting the strategy in line with the common objectives.

By promoting this coordination at the highest level, an implementation process which is effective in political and leadership, decision making, programming, allocation of source, practice, coordination and control level, competent to impose, transparent and accountable is targeted. The proper environment will be provided for the shareholders to work in active cooperation and interaction by defining the role, authority and responsibilities of the shareholders in the framework of principles of good governance.

Within this context, in implementing the strategy, the institutional structuring model as regards the responsibilities of the actors at the level of supra-institutional, inter-institutional and intra-institutional will be prepared as follows:

e-Transformation of Turkish Executive Board; It is the body at the highest level for policy making and decision-making, evaluation and steering in the process of implementing of the Information Society Strategy. The Board will be restructured to fulfill these functions effectively.

State Planning Organization - General Directorate of Information Society; will carry out the functions such as overall coordination of the strategy, consultancy to Execution Board in policy making, allocation of necessary sources, defining the standards and coordination mechanisms for the formation of e-government structure, monitoring the conformity of the implementations with the strategy objectives, guidance, communication, measuring, evaluation and reporting.

Prime Ministry-Department of Public Administrative Development; will take key role in ensuring harmonizing between the objectives of modernization of the strategy in public administration and citizen oriented service transformation and works on restructuring in public management.

Turksat Satellite Communication and Cable TV Joint-Stock Company.; will carry out the activities for the establishment of common service provision platforms by creating and operating technical infrastructure regarding service provision at single point held by the Ministry of Transport.

Board of Transformation Leaders; will be composed of those to be determined among the "transformation leaders" who will direct e-transformation works at the policy level of the institution in all the public institutions and agencies. The board will constitute a common platform for the effective implementation of the strategy and ensuring inter-institutional cooperation.

Intra-institutional structuring; the Strategy Development will be responsible for implementing the strategy at the institutional level. These units were assigned with the mission of establishing and developing management information systems in accordance with the Law Number 5436.

Ministry of Interior - General Directorate of Local Administrations; will be responsible for the coordination in implementing the Information Society Strategy at local level. Within this framework, the duty of the General Directorate is to determine the local policies compatible and complementary with general policies, promote effective coordination among local administrations, ensure effectiveness in investments by means of sharing technology in similar technology applications and according with the determined standards, monitor the implementations and measure performance. The General Directorate will work in close cooperation with Information Society Department of the State Planning Organization.

Advisory Board; will be composed of the representatives from non-governmental organizations, universities and private sectors in order to promote active participation and support to transition process of all the sectors of the society into information society, benefit from their experiences and provide the

necessary solidarity and cooperation environment. The supporting mechanisms of activities and decisions of the Execution Board during the strategy implementation process will be developed.

Performance Audit; the relevant activities of the institutions and agencies responsible for the implementations of the actions in the annex of Information Society Strategy will be monitored regularly in line with the determined indicators and the results will be reported to e-Transformation Turkish Execution Board. Moreover, external performance audit of the relevant institutions will be conducted by Court of Auditors in accordance with the legislation.

Other Structures; other than the abovementioned structures, structures related to protecting personal data and national information security will be constituted during the implementation process of Information Society Strategy, Computer Emergency Response Team-CERT under The Scientific and Technological Research Council of Turkey (TUBİTAK) will be established. In order to develop support mechanisms for the sectors other than the manufacturing industry, the authority province of Small and Medium Industry Development Organization (KOSGEB) will be expanded. Structure to support information and communication technologies sector and especially promote its international expansion will be developed.

In addition to Information Society Strategy, an Action Plan has been prepared to be implemented in the period 2006-2010.

The Action Plan is designated in a way to attain the objectives of the year 2010 determined in the seven strategic priority axis for transformation to information society. In order to attain these objectives and materializing these actions into economic and social benefit as soon as possible, Turkey is required to undergo an intensive preparation and transformation process in the first years.

The actions have been initiated in 2006 and in order to fulfill the targeted economic and social advantages by triggering the demand these actions are deeply focused in 2007-2008 and will be completed in 2009-2010. While implementing the competency development programs planned for the citizens and enterprises is implemented mostly at the first years by generalizing technological infrastructure; the projects related to the proper presentation of electronic public services in compliance with the citizen orientation principle will be implemented in longer term. On the other hand, during the first years, investments are conducted in human resources and forming standard in order to develop information technologies sector and increase competition power at the external markets in long term and the feedbacks are expected in a longer term.

In the implementation of Information Society Strategy;

- The first years (2006-2007), are defined as “period for preparing infrastructure and triggering the rapid advantage projects”. By preparing the infrastructure, it is aimed to entrench the technological infrastructures expansively, set the standards, forensic infrastructure and regulation in every field and found organizations necessary for later stages. The rapid advantages mean that the actions which have been launched at current situation and will provide high benefit in short term by triggering with relatively minor interventions are handled before all else in time planning. The projects highly easy to implement and which will provide great benefit in short time are evaluated as rapid advantage.
- At the second stage (2007-2008), the main and comprehensive actions providing transformation to information society will be implemented. The preparation actions at the first stage are the first and obligatory steps for implementing “transformation actions” at this period. The transformation actions at this stage have priority in the framework of criteria for “expected benefit” and

“implementation facilities”. However, as the most of the said actions are long term and complex projects including a lot of institutions, the beginning dates are generally in 2007-2008 periods and the implementation stages continue in 2009-2010.

- The final stage (2009-2010) is the stage getting concrete results from actions ended and/or continuing and defining the benefit created by demand. This stage is the phase during which the households and enterprises with common communication strategy and whose awareness level and demand increase following necessary infrastructure and regulations make an attempt in their competency level at information and communication technologies. At this stage the services will be shaped by demand rather than supply and therefore new methods for provision of services will arise. Moreover, this stage will be the years in which the information and communication technologies sector completes the targeted progress in the internal market and start to expand to external markets. In 2010, attaining the targeted success of the Information Society Strategy should be evaluated as an opportunity for Turkey to define in an integrated approach of its international competition strategy.

Establishing Professional Qualification Assessment Authority

Basing on national and international profession standards, in order to determine the principals of the national proficiencies in technical and professional fields; to set up and operate national proficiency system required to carry out the activities concerning inspection, measuring and evaluation, documentation and certification, Professional Proficiency Association has been established by the Law Number 5544 published in the Official Gazette Number 26312 and dated **07/10/2006**.

The duties and powers of the Association are as follows:

1. To prepare, improve, implement or have it implemented, inspect the annual progress plans relating national professional proficiency system; to carry out the regulations concerning them.
2. To define the professions whose standards will be determined and to detect the institutions and agencies that will prepare those standards.
3. To cooperate with Higher Education Council to perform education and training appropriate to the national profession standards at the higher education institutions providing technical and vocational education subjected to Law on Higher Education Number 2547; with Ministry of National Education to perform education and training appropriate to the national profession standards at the training institutions providing vocational and technical education at high school level.
4. To determine the principals of national proficiencies in technical and vocational fields by basing on national professional standards.
5. To determine the institutions that will accredit the education and training institutions and their programs in the field of national professional proficiencies.
6. To determine the authorized institutions which will certificate proficiency and to provide certificate to those who are successful in the exams in the context of exam and certification system.
7. To determine the accuracy of the certificate of professional proficiency owned by the foreign nationals wanting to work in Turkey.

8. To develop the national professional proficiency standards as appropriate to the developments in the world and technology, to enhance the proficiency standards and promote them to be recognized in the international platform.
9. To promote the defining of the proficiencies necessary for vertical and horizontal transfers between professional field and sectors.
10. To cooperate with similar institutions and agencies at the other countries, to purchase service, to develop and implement projects, to perform activities concerning education, research, conference, seminar and publication.
11. To encourage and support lifelong learning.

Competition for Efficient Use of Resources and Cost Reduction Project

The year of 2004 was announced as the “Year for the Efficient Use of Resources and Cost Reduction” in order to support the reconstruction in the public administration, expand the economization culture and reduce costs. The projects presented by the public institutions and agencies were evaluated and the successful ones were awarded. This awarding would continue in 2005 and the Project was expanded to cover the activities carried out by the local administrations.

According to the project the activities carried out by the public institutions and agencies have to cover one or more of the following categories.

Application categories:

- Closure, merger or diminishing of the passive divisions by examining the organizational structures of the institutions,
- Simplification of the processes related to the citizens, reducing the number of documents demanded and concluding the services as soon as possible by reviewing the bureaucratic procedures and processes,
- Reduction of the input cost used in the provision of the public services,
- Making and application of new policies about the public services,
- Taking the strategic priorities into consideration in investment matters, avoiding tenders, purchase and payment for works which are not covered by the investment program or budget allocation,
- Controlling and reducing the expenditures such as medicine and medical materials, transportation, maintenance-repair, bureau materials, stationary and other current expenses,
- Development of new projects and systems to reduce costs in construction, maintenance and repair services,
- Revising the mission and vision of the institutions,
- Reduction of the costs by providing the services via Internet thus increasing the satisfaction of the citizens,

- Application of measure systems in order for the institutions to comprehend and develop the expectations of the citizens and employees,
- Testing more efficient methods to collect the public incomes in time and fully thus minimizing the losses and contrabands.

The works presented to the Prime Ministry within the context of the project had been conducted in 2005 and the operations had to be in working order and in use.

The number of projects presented in writing or electronically between January 2, 2006 and February 17, 2006:

Central administration institutions	88
Universities	5
Provincial organizations of the central administration	90
Local administrations	124
Total	307

The projects presented to the Prime Ministry were evaluated by the committee attended by the representatives from the Union of Chambers and Commodity Exchanges of Turkey (TOBB), Turkish Industrialists and Businessmen's Association (TUSIAD) and Turkish Quality Association (KAL-DER) within the context of the following criteria:

- Being innovative,
- Economization in the inputs,
- Generalization and being to the other public institutions and agencies, potential to be instructive,
- Sustainability,
- Process amendment,
- Total economic impact,
- Citizen satisfaction.

As a result of the evaluation of the evaluation committee based on the criteria, the following projects passed the pre-evaluation:

- UYAP (National Justice Network Project) project of the Ministry of Justice,
- Identification Sharing System of the General Directorate of Population and Citizenship,
- E-Declaration Project of the Ministry of Finance and Revenue Administration Department; Equivalent Medicine Application Project of the General Directorate of Pension Fund and Online Receipt and Provision of the Appropriation and Fixed Asset Material Demands of General Directorate of Public Accounts,
- Reconstruction Project of the Municipality Services of Iskilip Municipality,

- Mobile Electronic System Integration-Modern City Information and Security System of Istanbul Police Department,
- Rearrangement of the Municipality Organizational Structure, Reduction in the Staff Numbers and Establishment of the Performance Evaluation Committee, Efficient Use of the Machine Park, Combination of the Districts, Urban Transformation and Social Change Projects of Altındağ Municipality,
- Biological Pesticide Blitz against the Pentatomidae instead of Chemical Pesticide Blitz Project of Gaziantep Provincial Directorate of the Ministry of Agriculture and Rural Affairs,
- Receivable Sale Tender Project of the Savings Deposit Insurance Fund,
- Revenue Sharing Management in return for the Sale of Land, Urban Renewal (slum house transformation), Executing the Back Payment Monitoring via the System of the Housing Development Administration of Turkey and Measurement of the Customer Satisfaction Projects of the Housing Development Administration of Turkey,
- Green Network, Micro Credit and Food Bank Projects of the Governorship of Van,
- E-Service Project of the Social Security Organization,
- Projects on Block Train Transportation and Use of Sinter Brake Shoe in some of the Trains of the Turkish Republic General Directorate of State Railways.

Applications of the projects of the 12 public institutions and agencies which qualified the pre-evaluation were examined on site by the Department of Administrative development.

The projects were explained in detail before the Board of Evaluation by the senior officials of the 12 institutions and agencies and the ranking was unanimously determined to be:

- Best award to Altındağ Municipality,
- Field award on the development and application of new policies for the reduction of the input costs of the provision of the Public Services was conferred to the Gaziantep Provincial Directorate of the Ministry of Agriculture and Rural Affairs,
- Field award on the costs reduction and increasing citizen satisfaction by the online presentation of the services was conferred to the Ministry of Finance (General Directorate of Pension Fund, General Directorate of Public Accounts, Revenue Administration Department),
- Field award on simplification of the procedures by reducing the bureaucratic procedures and processes was conferred to the General Directorate of Population and Citizenship.

The civil servants responsible for the application of the projects were awarded with a ceremony **held in September 21, 2006**. They received plaquettes and certificates of commendation from the Prime Minister and TOBB, TUSİAD and KAL-DER also conferred awards.

Supporting and awarding the public institutions and agencies which carry out successful activities with a view to ensure efficient use of the resources and reducing costs will continue in the forthcoming years.

Establishing Ombudsman

The need to reconstruct the Turkish public administration in parallel with the changes and developments in the world and in the country is an ever-increasing process. To this end it is compulsory to reevaluate the missions of the state related to public services and adopt an administration concept that minimizes the complaints of the public about the administration.

As a requisite of this concept the Ombudsman has been established in order to find efficient and rapid solutions to complaints arising from administration-individual (citizen) relationship with a coverage expanding each day, to examine the complaints about the performance of the administration and make offers for such complaints.

The mission of the Ombudsman has been defined as “to examine, investigate and make suggestions to the administration about all the activities, operations, attitudes and behaviors within the notion of justice, respect for human rights and conformity with law and equity upon the complaints on the performance of the administration and within the framework of the qualities of the Constitution of the Turkish Republic.”

The Ombudsman which has been established by the Law Number 5548 and **dated 13/10/2006** functions under the Directorate of Turkish Grand National Assembly (TGNA) and it is a public legal entity with a special budget. The Chief-inspector and the inspectors will be selected by the General Assembly of the TGNA and the term of office will be 5 years. The Ombudsman which is composed of the Chief-inspector and inspectors will prepare annual reports about its activities and submit them to the Assembly. Legal arrangements have been made in conformity with the principles of the judicial independence of the Constitution and judicial supervision of the administrative operations in order for the Chief-inspector and inspectors to carry out their missions and exercise authority.

The center of the institution is situated in Ankara however it can localize new offices if necessary. The Ombudsman shall conclude its examination in six months at the latest following the application. Natural and legal persons shall apply to the institution by way of petition. The application shall also be made through governorships in the cities and sub-governorships in the districts.

The Ombudsman will increase the quality of the public service in Turkey thus increasing the satisfaction of the citizens utilizing from such services.

Coordination of Fighting Against Corruption

Within the framework of “Action Plan for Deepening Transparency in Turkey and Developing Effective Management in Public” which falls into the subject of Leading Decision of Cabinet Number P.2002/3 and dated 12/01/2002, the “Commission for Enhancing Transparency and Developing Effective Public Management in Turkey” has been created by the Circular Number 2002/56 and Circulars Number 2003/17.

By the Circular of the Prime Minister Number 2006/32 **dated October 13, 2006**, the duties such as promoting the coordination with international institutions in fighting against corruption and determining the general principals concerning the ongoing works and the measures necessary to be taken have been added to the duties of the Commission abovementioned discharging duty in the context of enhancing transparency and developing effective public management.

Charging the Undersecretary of the Prime Ministry as a member of the Commission and Prime Ministry Inspection Board for performing the secretariat services in the works of the Commission have been deemed appropriate.

In addition, Prime Ministry Inspection Board has been charged as the drawee institution in promoting coordination in the examinations and inspections to be carried out in the subjects of irregularities and abuses relating the use of financial resources provided by the European Union, and the European Anti-Fraud Office has been notified about this.

UNITED KINGDOM

Cabinet Office, Prime Minister's Strategy Unit

Public Service Reform

Public services face major challenges from social, economic and technological changes and from major changes in public attitudes and expectations.

Since 1997 the UK Government has substantially increased investment in public services. Alongside an ambitious programme of reform, this has produced significant improvements in education, health and other areas.

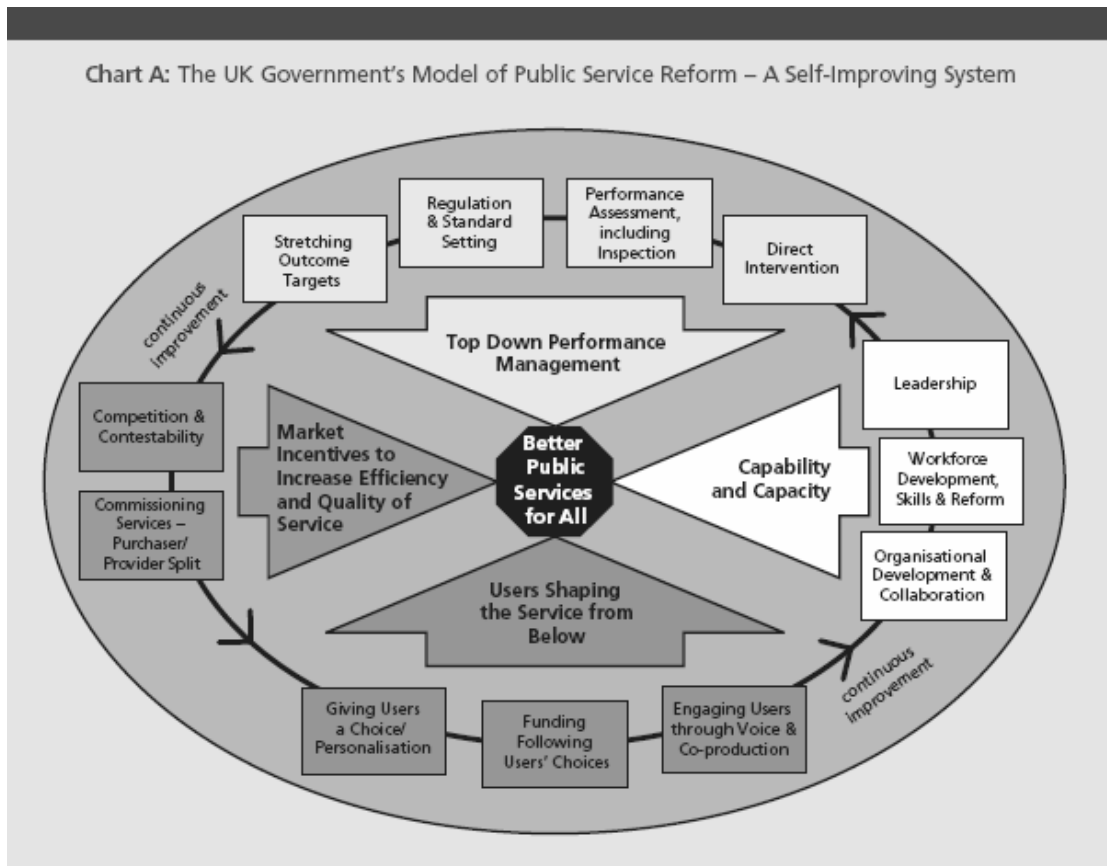
But increased spending is not enough on its own to ensure improvements. Reform is needed to improve efficiency, quality of service and the fairness of provision.

The UK Government's current approach to public service reform – illustrated in the chart below – combines pressure from central government (top down performance management); pressure from citizens (choice and voice), competitive and contestable provision; and measures to build the capability and capacity of civil and public servants and central and local government.

The UK hosted a major conference in June to discuss its public service reform model, at which a Discussion Paper was published. This Discussion Paper sets out the Government's approach in more detail and reviews its main potential benefits and risks. Drawing on examples across services, it concludes that benefits can be maximised and risks minimised if careful attention is paid to getting the detailed design conditions of reform right – service by service. The model of reform also needs to be carefully tailored to the characteristics of different services – different elements of the model will have differing weight depending on the service it is being applied to.

Website: http://www.strategy.gov.uk/work_areas/public_service_reform/index.asp

Paper: http://www.strategy.gov.uk/downloads/work_areas/public_service_reform/sj_report.pdf



Cabinet Office, Prime Minister's Delivery Unit

UK Departmental Capability Reviews

The United Kingdom Civil Service is currently conducting an innovative programme of 'Capability Reviews' aimed at improving the capability of the Civil Service to meet today's delivery objectives and to be ready for the challenges of tomorrow.

Every central government department is being reviewed by an external team assembled especially for the department under review. The reviewers have been drawn from the private sector, the wider public sector and board level members of other government departments. Review teams use a capability model, designed especially for the reviews, to assess departments' capability in the areas of leadership, strategy and delivery. The overall programme is being run by the Prime Minister's Delivery Unit.

The review process is open and transparent and includes staff, stakeholders and delivery partners. The results of each review are published. The reports include the findings of the review team with an assessment against each area of the model and identify the areas which need to be addressed by the department to improve its capability. The department's senior management team then draws up an improvement plan outlining the key actions they will take to address the weaknesses highlighted in the review. These are agreed with the Cabinet Secretary. Departmental Permanent Secretaries are then held to account by the Cabinet Secretary through a regime of follow-up, support, monitoring and, if necessary, intervention.

The Capability Review programme is doing more than just improving the capability of individual departments. The first tranche of the Capability Reviews also identified four themes across each department which are critical to achieving the goal of building capability in the Civil Service as a whole to meet the challenges of the future:

- Leadership from the centre – how the core of each department can better perform the role of a headquarters by focusing on high level strategy, managing performance and ensuring staff have the right skills.
- Improving the way departments deliver – by looking at the model that has been chosen for each public service and making sure that this is the right model for the task rather than an accident of history.
- Responding to the demands of the public – through developing a better understanding of what society wants, getting better information about people's experiences of services, and using this to design service provision more effectively.
- Skills, capacity and capability reforms – to make sure staff have the skills, equipment and leadership to deliver world class levels of service to their customers and stakeholders.

The Cabinet Office is now working to ensure that the activities of the centre are focussed on addressing these cross-cutting themes.

Further information – including the first four published reviews – can be found on the Civil Service Website: <http://www.civilservice.gov.uk/capabilityreviews>

HM Treasury

New Developments and Promising Practices to Deliver Maximum Value for Money and High Performance from UK Public Spending

The UK Government recognises that it has an important responsibility to taxpayers and the users of public services to deliver maximum value for money and high performance from public spending. A number of steps have been taken in recent years to ensure that the overall framework for managing public expenditure supports the achievement of these goals.

- The Comprehensive Spending Review (CSR) in 1998 saw the introduction of the first systematic, transparent, outcome-based performance management system for public services, in the form of Public Service Agreement (PSAs). PSAs serve as a 'contract' between the public and government departments, setting out the improvements that can be expected in return for taxpayers' money. The 1998 CSR also introduced three year budgeting and end year flexibility for departments, supporting the efficient planning of expenditure over the medium term.
- The 2004 Spending Review represented the first systematic attempt to drive operational efficiencies across the public sector, through an independent review led by Sir Peter Gershon, which focused on the key processes that are common across government business, such as procurement and corporate services - bringing the performance of all business units up to the level of the best. The review identified annual efficiencies across the public sector of 2.5 per cent, equivalent to over £20 billion a year by 2007-08.
- The 2007 Comprehensive Spending Review will differ from normal Spending Reviews in its long-term approach, assessing what further investments and reforms are needed to equip the UK to respond to the global challenges of the decade ahead.
- It will take the next steps in embedding value for money across the public sector, through further development of the efficiency areas developed in the Gershon Review, a set of 'zero-based' reviews of the effectiveness of departments' existing spending, a review of the opportunities for transforming service delivery across government (looking at the how the channels through which services are delivered can be made more efficient and responsive to the needs of users) and delivering a step change in the management of the public sector asset base, taking forward the recommendations of the Lyons Review of Asset Management.
- Through this work the Government has already identified scope to deliver annual savings of at least 2.5 per cent, together with cuts to departments' administration budgets, thereby releasing resources for reallocation to frontline services.

Further information:

Public performance reporting:

http://www.hm-treasury.gov.uk/documents/public_spending_and_services/publicservice_performance/pss_perf_index.cfm

Value for money in the 2007 CSR:

http://www.hm-treasury.gov.uk/spending_review/spend_csr07/spend_crs07_resources.cfm

Overview of the 2007 CSR and associated documents:

http://www.hm-treasury.gov.uk/spending_review/spend_csr07/spend_csr07_index.cfm

Lyons Review of Asset Management:

http://www.hm-treasury.gov.uk/consultations_and_legislation/lyons/consult_lyons_index.cfm

Government Social Research

The Use of Evidence in Directing and Shaping Policy in the UK

The Chief Government Social Researcher and supporting office (GSRU) provides the Government with objective, reliable, relevant and timely social research which supports the development, implementation, review and evaluation of policy and delivery. The work of the GSRU ensures that policy debate is informed by the best research evidence and thinking from the social sciences

The examples below show where evidence, and in particular social research evidence, has been effective in directing and shaping policy. The best examples typically involve social researchers working with other analytical colleagues – economists, scientists, statisticians – to ensure a comprehensive picture is developed. Types of analysis range from qualitative work, to the running and analysis of survey data to the development of large-scale evaluations to inform national policies.

Further information

Government Social Research homepage:

<http://www.gsr.gov.uk/>

GSRU publications

<http://www.gsr.gov.uk/resources/publications.asp#gsrupublications>

The Magenta Book: Guidance notes for Policy Evaluation and Analysis:

http://www.gsr.gov.uk/professional_guidance/magenta_book/index.asp

Example 1: Department for Work and Pensions: Lone Parent Welfare to Work

Through investigating international figures, a target of achieving 70% lone parents in employment from a baseline of 45% in 1997 was developed. Analysis of trends indicated that lone parent employment was increasing, but it would not reach the 70% target without intervention. A series of initiatives concerning childcare; rights and responsibilities and work incentives were developed and then piloted.

The first stage was to look at ‘what works’ internationally; what facilities were currently available for lone parents; and what their requirements were. Work was also conducted with economists on modelling the uptake and the resultant effects of various initiatives on the 70% target. A Strategy Paper was developed which included several research arms, being undertaken simultaneously. Research findings continually fed into the strategy and altered its shape and direction.

Having a target made the whole process more analytical. Social researchers and economists needed to work together to provide robust findings that could be used to model whether the target would be hit or not. Research indicated where best to invest in order to reach the target.

Example 2: Department for Education and Skills: Education Maintenance Allowance (EMA)

EMAs were developed to help student participation, retention and achievement in post-16 full-time education by providing an allowance to those who remained in school. National roll-out was predicted to cost over £100 million, and so it was essential that the initiative was first piloted, to ensure (a) that it

worked in the way intended and (b) the most effective and cost-effective method of delivery was understood.

An evaluation was conducted by a consortium of social researchers and economists by comparing (via propensity score matching by area) students in pilot and non-pilot areas. Qualitative and quantitative methods were used to provide DfES and the Treasury with the evidence they needed on what level of allowance and what method of payment were most effective. As a result, EMAs in their current form were rolled out nationally in 2004.

Further information:

<http://www.dfes.gov.uk/financialhelp/ema/> (EMA homepage)

<http://www.dfes.gov.uk/research/data/uploadfiles/RR678.pdf> (Qualitative)

<http://www.dfes.gov.uk/research/data/uploadfiles/RR678.pdf> (Quantitative)

Example 3: DWP: The Employment Retention and Advancement (ERA) Demonstration Project

In order to test whether a mixture of financial incentives and adviser support could help retain and advance in employment low paid workers who had recently left welfare, a demonstration project was developed.

The evaluation of ERA was the UK's first large scale labour market random assignment demonstration project. It was designed by a team led by government social researchers in the Cabinet Office and consisted of policy officials, policy implementation staff, and specialist consultants from research organisations in the UK and the USA. This mix of personnel ensured a high degree of integration of policymaking, policy implementation and policy research and evaluation.

Further information:

http://www.policyhub.gov.uk/evaluating_policy/era_papers/eradp.asp

<http://www.dwp.gov.uk/asd/asd5/rports2005-2006/rrep330.pdf>

Cabinet Office, Social Exclusion Task Force

Social Exclusion Action Plan

Tackling social exclusion is at the heart of the British Government's mission. Since 1997 great progress has been made; over two million more people in work, 800,000 children and one million pensioners lifted out of poverty. The Government has introduced the minimum wage and eradicated long-term youth unemployment. However, there are still individuals and families who are left behind with around 2½ per cent of people who are stuck in a lifetime of disadvantage.

In September the Government published "Reaching Out: An Action Plan on Social Exclusion" which sets out a radical approach to tackling social exclusion. The Action Plan is guided by five principles: early intervention; systematic identification of what works; better co-ordination of different agencies; personalisation, rights and responsibilities; and intolerance of poor performance. This factsheet identifies some of the innovative reforms proposed in the Action Plan. These proposals are profound and may take years to address, but they offer a clear direction of travel.

Better identification and early intervention of those most at risk of exclusion

Evidence has shown that early intervention to tackle social exclusion can be highly cost effective, and that it is more effective to spend money during the early years than the later stages of childhood. Identifying those most at risk, and intervening to prevent problems occurring or escalating, is at the heart of the Action Plan. The government has started on the development and promotion of a new evidence-based tool to assess the risk of having multiple negative outcomes, such as teenage pregnancy, drug dependency, low education attainment, poor mental health. This assessment tool will be developed for use by front-line practitioners such as community midwives and health visitors to identify those most at risk and to target effective help and support and ensure follow-up a later life-stages.

Identification of 'what works' in tackling social exclusion

At the moment there is very little systematic evaluation, collection or dissemination of what interventions work for socially excluded people in the UK. This means that there is often variable and ineffective practice between local areas in dealing with those at risk of social exclusion. There are a number of institutes and organisations that evaluate and disseminate information about what has worked in the provision of services tackling exclusion, but no commonly agreed guidelines as to what constitutes a good evaluation of these programmes. There are proposals in the Plan to introduce a common approach across government to rate programmes by the quality of evidence behind them. The Plan also considers the potential role of a Centre of Excellence for Children's and Family Services, to identify, evaluate and disseminate the most effective methods and programmes for working with socially excluded groups.

Promote multi-agency working

The cross-cutting nature of social exclusion means that the problems experienced by vulnerable groups often reach beyond the scope of any one agency. To respond to the complex needs of socially excluded groups it is vital that different agencies are able to work together coherently. Greater working across agencies will be promoted through the strengthening of Local Area Agreements, a key mechanism for encouraging joined-up agency working. Through these agreements, central government departments and local service providers agree a number of key outcomes and targets set in the local context. The sharing of information between agencies may also be a necessary link to deal with a vulnerable person or family and helps establish a shared understanding of the most pressing issues. The statutory and cultural barriers which may inhibit agencies sharing of information are being examined by a Ministerial Cabinet Committee. The Information Sharing Vision Statement, published by the Department for Constitutional Affairs in September 2006, set out the aim of greater data sharing within the public sector where this was in the interest of the public.

Personalisation, rights and responsibilities

Personalisation has been a key theme of public service reform in recent years. Individuals expect, and often require, services tailored to their particular needs rather than a one-size-fits-all system. Pilots are being introduced which will explore budget-holding lead professionals and brokering as ways of providing tailored support built around strong and persistent relationships with those at risk. Budget-holding enables a transparent allocation of resources based on need which allows a lead professional to buy-in services from different service providers which are tailored to the needs of an individual. However, the Plan recognises that vulnerable individuals also have a personal responsibility to seek and accept help where needed. Therefore, those dealing with vulnerable groups will be encouraged to agree explicit 'compacts' with families and individuals, setting out the clear divisions of responsibility between service providers, lead professionals and those receiving help.

Further information:

Reaching Out: An Action Plan on Social Exclusion:

http://www.strategy.gov.uk/work_areas/social_exclusion/index.asp

Information sharing vision statement:

<http://www.dca.gov.uk/foi/sharing/information-sharing.pdf>

Cabinet Office, Corporate Development Group

Developments in the UK Civil Service

Professional Skills for Government (PSG)

PSG, launched in 2005, is a major, long-term change programme designed to ensure that civil servants, wherever they work, have the right mix of skills and expertise to enable their Departments or agencies to deliver effective services.

The PSG framework has three career groupings. Jobs will be in a Corporate Service area, Operational Delivery or Policy Delivery. Civil servants are required to build skills and expertise in four areas at the appropriate level in relation to their job and chosen career path:

- **Leadership**
- **Core skills** - people management; financial management; programme and project management; analysis and use of evidence; strategic thinking; and communications and marketing
- **Job-related professional skills** related to the work currently done
- **Broader experience** of working in more than one career grouping is recommended.

Further information:

<http://psg.civilservice.gov.uk/>

Contact: Vicky Stephens (vicky.stephens@government-skills.x.gsi.gov.uk)

Delivering a diverse Civil Service

“Delivering a Diverse Civil Service – A 10-Point Plan” launched in November 2005 sets out commitments on 10 key areas that are intended to achieve broad and deep cultural change across the Civil Service. The 10-Point Plan was developed following a review of equality and diversity in employment in the Civil Service and aims to achieve a number of targets diversity across the Civil Service by 2008.

Further information:

http://www.civilservice.gov.uk/diversity/10_point_plan/index.asp

Contact: Karen Chong (karen.chong@cabinet-office.x.gsi.gov.uk)

Measuring HR Effectiveness

The Cabinet Office's Corporate Development Group's Human Resources Team has been working with departments to develop a tool to help them assess progress with transforming their respective HR functions and demonstrate their contribution to the 'business'.

Further information:

http://hr.civilservice.gov.uk/measuring_effectiveness/index.asp

Contact: Pat Sooren (patricia.sooren@cabinet-office.x.gsi.gov.uk)

National Statistics***UK Centre for the Measurement of Government Productivity (Ukcemga)****Background*

The National Statistician created the United Kingdom Centre for the Measurement of Government Activity (UKCeMGA) in July 2005, to develop and take forward the work needed to respond to the challenges posed by the recommendations set out in the "Atkinson Review Final Report Measurement of Government Output and Productivity for the National Accounts". The Review's terms of reference were to "advance methodologies for the measurement of government output, productivity and associated price indices in the context of the National Accounts".

UKCeMGA has been established to strengthen the capability of ONS to publish authoritative and coherent measures of the output and productivity of government-provided services in the UK National Accounts.

Further Information

Atkinson Review:

<http://www.statistics.gov.uk/about/data/methodology/specific/PublicSector/atkinson/default.asp>

UKCeMGA website:

<http://www.statistics.gov.uk/ukcemga>

Products

UKCeMGA publishes 'Productivity Articles' which discuss and present data on the productivity measurement of key public services, such as the Health service (October 2004 and February 2006), Education (October 2005), Adult Social Care (April 2006), and Social Security Administration (July 2006). All these articles have been received with a high-level of media interest, with the story featured by a number of newspapers.

The articles present a number of methodology options for the analysis of productivity of these public services. In addition, they include a section on "triangulation" or corroborative evidence to contribute to the analysis of productivity, which includes wider information available on the performance of the public service in question.

Further information:

<http://www.statistics.gov.uk/ukcemga>

Public Consultation

UKCeMGA has been working in partnership with the research community, with other national statistics institutes and with other government departments to improve and refine the methodologies used in the measurement of government output and productivity. Proposals on how to take the work further have been presented in UKCeMGA's Productivity Articles mentioned above. We now believe that, for some of the key public services we cover, namely Education and Health, we have reached a stage where it would be of great benefit to carry out a wide ranging consultation with the external expert community.

The first in a phased programme of consultations started on 18 September 2006 to address two of the most complex and far-reaching methodological questions common to the measurement of all public services. The consultation paper, *Establishing the Principles*, covers:

- Adjusting for quality change - a discussion of the principles that should underpin the measurement of quality change in the public services.
- The value of public services in a growing economy - a discussion of the economic foundations for recognising the complementarity between the public and private sectors in the measurement of the output of public services

This first phase includes a consultation seminar in London on 30 and 31 October to discuss these issues with experts - analysts and practitioners. Two subsequent phases devoted specifically to Education and Health output, respectively, will start later in the year.

Further information:

<http://www.statistics.gov.uk/about/data/methodology/specific/PublicSector/output/consultations.asp>

Invest to Save Budget (ISB) project

UKCeMGA successfully submitted an application to receive funding from Her Majesty Treasury (HMT) under the Invest to Save Budget (ISB) scheme. The ISB is a central government initiative with an aim to create sustainable improvements in the capacity to deliver public services in a more joined-up manner. UKCeMGA's ISB Project bid, entitled 'Quality Measurement Framework', is being carried out in partnership with Department of Health, Personal Social Services Research Unit, National Council of Voluntary Organisations, National Institute of Economic and Social Research and Kent County Council. The project aims to provide measurement tools to allow more efficient resource allocation in the procurement of government services.

Further information:

Invest to Save Budget scheme:

<http://www.isb.gov.uk>

Contact: ukcemga@ons.gsi.gov.uk

Joint OECD/Government of Norway/ONS Workshop

The OECD, the Government of Norway, and the ONS's UKCeMGA organised a workshop on the measurement of non-market output in education and health in London on 3-5 October 2006. The aim of the workshop was to launch a project for the improvement of the measurement of non-market output in the National Accounts and to provide detailed international guidelines for the development of volume measures of non-market output. The workshop was a real success in getting experts to present and share

their knowledge. 30 papers were presented at by speakers representing 16 different organisations or countries. Over 150 delegates attended the workshop, most EU/EEA countries were represented as well as China, Japan, Korea, Turkey, Mexico, USA, Canada, Australia, New Zealand, Singapore and South Africa.

Further information:

http://www.oecd.org/document/34/0,2340,en_2825_293564_36450978_1_1_1_1,00.html

Cabinet Office, Better Regulation Executive

Simplification Plans

- The UK Government's response to the Better Regulation Task Force's report, "Less is More", in May 2005, committed all departments to publishing rolling programmes of simplification by the Pre-Budget Report 2006 as a key part of taking forward the Better Regulation agenda.
- Simplification Plans will show how departments will make a difference for the front line businesses, public servants and the voluntary sector by tackling administrative burdens, policy burdens and removing stakeholder irritants.
- Simplification is the term given to something that will reduce policy or administrative costs to frontline business, the third sector and public services. The aim is to reduce regulatory burdens without removing necessary protections
- Following implementation of the Standard Cost Model in the UK, Simplification Plans will include targets for reducing administrative burdens.

About the Plans: Content and Scrutiny

Plans will show how a department will:

- Tackle European Regulation
- Progress Lord Davidson's Review of the implementation of EU legislation
- How they are working to rationalise inspection and enforcement arrangements

Simplification Plans will be independently scrutinised by the Better Regulation Commission, an independent advisory body who advise the Government on action to reduce unnecessary regulatory and administrative burdens, and their opinion of each plan will be made public and posted on their website www.brc.gov.uk

Departments have consulted businesses and stakeholders to generate simplification proposals that will make a real impact on the ground. We continue to encourage our stakeholders to provide their ideas and suggestions for simplification. This can be done by going to the Better Regulation portal, at <http://www.betterregulation.gov.uk/> or going to the department's portal directly.

Measures to simplify regulation could: Deregulate, Consolidate, Rationalise, and Reduce administrative burdens

Examples of simplification might include:

- Developing a framework for a risk based approach to inspection;
- Developing proposals to ensure consistency of enforcement;
- Reducing the number of targets imposed on frontline staff;

Departments will be publishing Simplification Plans over the next couple of months. You can find them at www.betterregulation.gov.uk/simplification

Cabinet Office, Better Regulation Executive

Consultation on Revised UK Impact Assessment Guidance

The Cabinet Office completed a consultation on the conduct of impact assessments by UK Government Departments in mid-October 2006.

Objective and summary of proposed changes

Our objectives in undertaking this work are to refocus impact assessments to ensure that they are really embedded at the heart of policy-making and to improve transparency in the way cost and benefit information is presented. There is a broad consensus – echoed by a recent report by the National Audit Office – that while the UK has been successful in ensuring that regulatory impact assessments are produced for all new policy developments, they are often insufficiently analytical and produced too late to influence the decision making process.

The approach set out in the consultation is to create a summary of key costs and benefits to provide stronger focus on this aspect of the impact assessment and to encourage earlier use of impact assessments, so that they become a more useful policy-making tool. The main changes we are proposing to make to the current procedures include:

- Introducing a new template to promote greater accountability and transparency of decision-making, which will set out the monetised costs and benefits on one page;
- Introducing much shorter guidance;
- Removing the requirements for impact assessments to show three policy options (requiring instead a scaleable impact assessment for each policy option considered);
- Requiring publicly available impact assessments to be signed off by both the responsible Minister and the department's Chief Economist;
- Removing mandatory requirements to include certain elements relating to business, societal and environmental impacts, except where they relate to the costs and benefits of the policy;
- Changing the name from Regulatory Impact Assessment to Impact Assessment.

Further information

Consultation document available from:

<http://www.cabinetoffice.gov.uk/regulation/ria/consultation/index.asp>

Cabinet Office, Better Regulation Executive

Implementing the Hampton Review

In March 2005, the UK Government accepted the recommendations of a Treasury-sponsored review by Philip Hampton “Reducing administrative burdens: effective inspection and enforcement” made a number of recommendations which the Government accepted in full. The work to implement Hampton falls into seven clusters:

- Merging smaller regulators into larger, thematic bodies;
- Introduction of a compliance code for regulators;
- Culture change (including risk based enforcement and not having inspections without a reason);
- Increased data sharing amongst regulators so information from businesses is not asked for more than once and better form design to minimise time spent filling them out; and
- Co-ordination of local authority regulatory services.

The Heart of Hampton

- Put risk assessment at the heart of policy making and of enforcement.
- Ensure inspection and enforcement can be and are carried out in a proportionate and risk-based manner.
- Think about the advice and support individual businesses need – a web site or leaflet is not enough.
- Start building an enforcement policy that meets the requirements of the Compliance Code – and identify laws or regulations that stand in the way.

Merger process

All Departments with regulators identified by Hampton will publish their merger plans by October 2006. Some of the mergers have already been completed. E.g. The Wine Standards Board has merged with the Food Standards Agency and the Department for the Environment Food and Rural Affairs has announced that the Agricultural Levy Boards are merging.

Compliance Code

A draft Regulators' Compliance Code is available on the Better Regulation Executive website for informal comments. The Code will enable the 'Hampton principles' that address regulatory inspection and enforcement, to be established in UK law.

The Better Regulation Executive and Better Regulation Commission will scrutinise regulators' compliance with the Code, and the Local Better Regulation Office will scrutinise local authorities' compliance with the Code as part of their wider role in devising a performance management and prioritisation scheme for local enforcement. If the Legislative and Regulatory Reform Bill receives Royal Assent, the Code will be subject to a statutory consultation period.

Culture Change

Driving culture change within inspectorates and regulators is something that the Better Regulation Executive is strongly committed to. We are working to ensure that the culture of regulators who have greatest interaction with businesses at a local level is consistent with the Hampton Enforcement Principles - risk based inspections, better provision of advice and guidance, quickly dealing with rogue traders and eliminating unnecessary information requests.

Key themes that we are promoting are partnership working (between central government, local government and the business community) and spreading good practice. One particular example of good practice is DTI's Retail Enforcement Pilot which is bringing together inspectors from various disciplines to co-ordinate inspection work and share information to build up a better risk profile of businesses. This has been successful in two pilot areas in reducing the number of routine inspections by 25-30% and redirecting activity towards improving compliance through advice and guidance.

Additional work is ongoing to identify the barriers that prevent regulators from acting in Hampton-compliant ways and removing them, such as barriers to data sharing.

Penalties Review

The Penalties Review, under Professor Richard Macrory is well underway and its interim review is out for comment. His final report is expected in autumn 2006.

Further information:

Hampton Review

http://www.hm-treasury.gov.uk/budget/budget_05/other_documents/bud_bud05_hampton.cfm

Better Regulation Executive

<http://www.cabinetoffice.gov.uk/regulation/>

Cabinet Office, Better Regulation Executive

Measuring and Reducing Administrative Burdens in the UK

In March 2005 the UK Government adopted the 'Dutch approach' of measuring central government regulatory administrative burdens with a view to reducing them as part of a strategy to help manage the total regulatory burden.

Standard Cost Model

To do this the UK adapted the internationally recognised Standard Cost Model which was first developed by the Dutch. The model does not focus on the policy objectives of each regulation but on the administrative activities that must be undertaken in order to comply with it. The model is a way of breaking down individual regulations into a range of manageable components and activities that can be consistently and systematically measured. Results are indicative and not statistically representative.

UK approach

The measurement exercise began in September 2005 (with separate but parallel exercises conducted by HM Revenue & Customs and the Financial Services Authority). The Cabinet Office Better Regulation Executive provided co-ordination and facilitation with consultants delivering the measurement exercise for the fifteen government departments taking part. A further process was developed in consultation with

business to estimate what administrative activities business would choose to do in the absence of regulation. These activities, and the estimates for the 'business as usual' costs they represent, could lead to distortion in the focus of reduction efforts. The actual administrative burden is the *additional* cost imposed by regulation, over and above what businesses would do anyway.

Current position

Departments are publishing Simplification Plans (see separate fact sheet) including targets and plans for achieving net reductions in the administrative burdens identified by the measurement exercise.

Further information

Standard Cost Model Network:

<http://www.administrative-burdens.com/>

Download the UK Standard Cost Model Manual:

<http://www.cabinetoffice.gov.uk/regulation/documents/scm/scm.pdf>

To view published Simplification Plans:

<http://www.cabinetoffice.gov.uk/regulation/reform/simplifying/index.asp>

UNITED STATES

With the President's Management Agenda, implemented in 2001, the United States Government has been steadfastly working to strengthen Federal management and deliver results that matter to the American people. The President's Management Agenda sets forth a bold strategy to improve Federal Government effectiveness by helping agencies establish management disciplines that enable them to achieve better results.

The President's Management Agenda contains five mutually reinforcing government-wide initiatives and nine agency-specific reforms address the areas with the most apparent deficiencies and where the opportunity to improve performance is greatest. Federal agencies are expected to have aggressive plans to meet the goals set forth in the respective initiatives and are rated quarterly on the status and progress of achieving these goals.

A summary of the five government-wide initiatives, along with illustrative examples of their accomplishments, can be found below. Supplementary information is available at the following websites <http://www.whitehouse.gov/omb/budget/fy2007/results.html> and at www.results.gov.

Strategic Management of Human Capital - Utilizing processes that ensure the proper person is in the proper job, at the proper time, and is performing well.

- The Department of Agriculture (USDA) employed targeted recruitment strategies and used hiring flexibilities to reduce vacancy rates and shorten hiring time in its 19 mission critical occupations. As a result of these efforts, USDA increased from 12 to 18 the number of mission critical occupations that now have less than three percent of their positions vacant.

Competitive Sourcing - Regularly examining the Federal Government's commercial activities to determine whether obtaining similar services from the private sector is more efficient.

- The National Aeronautics and Space Administration (NASA) used public-private competition to consolidate human resources, procurement, financial management, and information technology activities performed at 10 NASA centers to one shared services center. The elimination of redundant systems and processes will improve efficiency and reduce agency costs by more than \$40 million over 10 years.

Improved Financial Performance - Informing management decisions and controlling costs by correctly accounting for taxpayer money and giving managers accurate program cost information.

- Improvements in Federal financial management practices have increased the reliability of data, as shown in the decrease in auditor-reported material weaknesses, from 57 in 2001 to 48 in 2005.

Expanded Electronic Government - Ensuring that the Federal Government's \$60 billion annual investment in information technology significantly improves the ability to serve citizens.

- Federal agencies are working to ensure that all IT systems are properly secured and data are appropriately protected. Currently, 84 percent of Government systems have been certified as secure, up from 26 percent in 2001.

Budget and Performance Integration - Ensuring that performance is routinely considered in funding and management decisions and programs achieve expected results while continually working toward improvement.

- The Federal Government has systematically assessed almost 1,000 programs, approximately 100% of the budget. Assessments are available to the public at www.expectmore.gov.