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AUSTRALIA

State of the Service Report

The Australian Public Service Commission won a 2007 United Nations Public Service Award in the category of 'Improving transparency, accountability and responsiveness in the Public Service' for its annual State of the Service Report. In particular, the United Nations highlighted that this initiative is an "outstanding achievement that has demonstrated excellence in serving the public interest" and "should be an inspiration and encouragement for others working for the public service". Copies of all State of the Service Reports are available online at: www.apsc.gov.au/stateoftheservice/index.html.

The *State of the Service Report 2006-07* will be tabled in Parliament on 29 November 2007 in accordance with the *Public Service Act 1999* requirement that the Public Service Commissioner prepare an annual report to Parliament on the state of the Australian Public Service. Following tabling on 29 November 2007 the report will be available on the website above.

Contemporary Government Challenges

The Commission is currently preparing a range of discussion papers as part of a series on 'Contemporary Government Challenges' to be launched on 25 October 2007. The titles of the papers in the series include:

- *Agency Health - Monitoring Agency Health and Improving Performance*—this paper identifies key indicators of corporate health, and of failing corporate health, in a range of governance-related areas. These include organisational direction, leadership, organisational capability, corporate governance processes, relationships and integrity, and agency culture. The publication includes check-lists to facilitate agency discussions and monitoring of agency health.
- *Building Better Governance*—this paper provides a series of agency case studies which highlight building blocks' or common themes to achieving good governance in the public sector. These themes include: strong leadership, culture and communication; appropriate governance committee structures; clear accountability mechanisms; working effectively across organisational boundaries; comprehensive risk management, compliance and assurance systems; strategic planning; performance monitoring and evaluation; and flexible and evolving principles-based systems.
- *Tackling Wicked Problems - A Public Policy Perspective*—this paper explores the characteristics of wicked policy problems and the challenges they pose for the traditional approaches and skill sets of policy makers. The paper identifies some of the main ingredients that seem to be required to successfully tackle wicked policy problems.
- *Changing Behaviour - A Public Policy Perspective*—this paper looks at how governments can change behaviour. It aims to broaden out the traditional policy tools for changing behaviour (such as legislation, sanctions, regulations, taxes and subsidies) with the insights from behavioural change theories and evidence at the individual, interpersonal and community levels.

All papers will be available on the Commission's website: www.apsc.gov.au.

Management Advisory Committee Recordkeeping Report

The Management Advisory Committee (MAC) is a forum of Portfolio Department Secretaries and selected agency heads established under the *Public Service Act 1999* to advise the Australian Government on matters relating to the management of the Australian Public Service (APS).

On 31 August 2007, the MAC released its latest report *Note for file: A report on recordkeeping in the Australian Public Service*. The report is directed at all APS employees. It provides an explanation as to why recordkeeping is important and focuses on the need to manage records while recognising that not all records need to be kept. A number of case studies illustrate how agencies are tackling recordkeeping. The report, the summary guide and the case studies can be accessed on the MAC website: www.apsc.gov.au/mac.

Employment of People with Disability

Following the release of the MAC report, *Employment of People with Disability in the Australian Public Service* in August 2006, the Commission conducted an evaluation of agencies' approaches to identifying and implementing strategies designed to improve the recruitment, development and retention of people with disability in the APS. The evaluation drew from practices in six APS agencies, but also involved wide consultation with managers, employees with disability, and disability support services.

The major findings of the evaluation underscored the important role of supportive leadership and workplace cultures but also relatively low levels of awareness about employment-related disability issues and available support for people with disability within the APS. It also identified broad concerns about advertising and selection processes and the need for better understanding of the application of the merit principle, reasonable adjustment and the inherent duties of the job.

The results of the evaluation were used to identify elements of good practice among agencies, and more broadly, in formulating approaches to recruiting and managing people with a disability, which led to the development of a good practice toolkit for APS agencies. This toolkit, *Ability at Work: Tapping the Talent of People with Disability*, was launched by the Commission in June this year. The toolkit has been circulated widely within the APS, and is also available in full on the Commission's website: www.apsc.gov.au/abilityatwork/index.html.

People Management Capability

Current APS recruitment processes are potential barriers to attracting and selecting high quality candidates, and there is a need for the APS to position itself to succeed in the war for talent. Two recent publications have been released to support government agencies and candidates during recruitment.

In August 2007, a better practice guide and card set titled '*Better, Faster: streamlining recruitment in the APS*' was launched (available at www.apsc.gov.au). The guide, aimed at human resource practitioners, reinforces the argument for redesigning recruitment processes within agencies, provides a straightforward methodology for process-mapping agency recruitment processes with a view to designing a more efficient process, shares tips, better practice from APS agencies and support resources and supports the redesign process by presenting a diagnostic tool aimed at generating discussion on issues and solutions.

In addition, the Commission also released *Cracking the code: How to apply for jobs in the Australian Public Service*. The publication is available as a series of on-line fact sheets providing advice on where to find public service jobs, and how to understand and apply for them. This includes advice on addressing

selection criteria and what to expect in APS interviews. The publication also dispels a number of common myths and misconceptions about jobs in the Australian Public Service. The fact sheets can be accessed at: www.apsc.gov.au.

Australian Government Online Service Point

The Department of Finance and Administration is continuing to progress the Australian Government Online Service Point (AGOSP) service, a central online access point for users of Australian Government services via <australia.gov.au>. This enhancement will provide individuals with an optional personalised account, allowing them to 'log on', find information and carry out transactions with multiple government agencies from one location. The first of the planned enhancements to <australia.gov.au> is scheduled for release in December 2008.

AUSTRIA

Code of Conduct

The ethical values of Austrian federal public administration are embodied in a legal framework: In addition to special offences related to public officials laid down in the Austrian Criminal Code (abuse of office,...), the Civil Servants Service Act 1979 (Beamtendienstrechtsgesetz) and the Act on Contractual Public Employees 1948 (Vertragsbedienstetengesetz), lay down the specific service duties to be adhered to by civil servants/contractual employees in the federal civil service.

In Austria, in certain provinces (Länder) such as Vienna and in certain sectors of the federal civil service considered vulnerable to corruption (police, financial authorities) special programmes have been implemented and special authorities have been established in order to prevent and fight corruption. The process of increasing awareness of the importance of ethical values in the public sector has started in 1981: in the aftermath of a scandal around the construction of the general hospital in Vienna, the internal control system has been revised.

In the years that followed, several initiatives have been launched:

- New model for the Viennese Police Forces, 1998
- Brochure on ethical values in the ministry of finance, 1999
- Conferences of heads of personnel departments focusing on ethical values in the public service and corruption prevention, 2000 & 2004/6
- Establishing of corruption prevention units in different ministries, 2001
- Creation of a movie dealing with corruption prevention (in use for courses during the initial training as well as for management training units), 2006
- Ratification of the UN Convention against Corruption, 2006
- Accession to GRECO (Group of States against Corruption), 2007

The Programme of the Austrian Federal Government 2007 - 2010 states:

“The new Austrian Federal Government intends, as part of its efforts to reform state administration, to take measures to combat the emergence of corruption. In this connection, a cross-departmental code of conduct will be drawn up in cooperation with the other local authorities.”

Currently, a special code of conduct for everyone working in the whole public sector (federal, local, municipal level) is being developed. A special working group consisting of experts of all different fields of the public sector is supposed to work out a draft until June 2008. The final result will then be presented to the public.

European Public Sector Award - EPSA - the new learning platform

The EPSA brings together the best and most innovative performers from the European public sector. Outstanding administrative performances are produced under different conditions within Europe. The EPSA's objective, as the first pan-European learning platform for public administration, is to make this valuable experience transparent and usable. In a variety of award categories, the EPSA deals with themes that are currently highly topical in the overall European context. It is a process which offers participants maximum benefits – as a learning platform with made-to-measure contacts and efficient knowledge transfer.

The Team consists of the EPSA Office, an Academic Direction, Expert Groups and Project partners (Switzerland, Germany and Austria). The international jury is composed of independent, renowned experts. It comprises one representative from each of the EPSA's initiators and the leaders of the three expert groups.

In 2007, the EPSA will focus on three highly topical themes:

- Collaborative Governance;
- Targeting with Scarce Resources and
- Coping with Demographic Change.

The European Group of Public Administration (EGPA), Speyer University (DHV) and Bertelsmann Stiftung, as initiators of the EPSA, guarantee high quality in the organization and realization of the award.

More than 320 administrative bodies from 28 countries have applied for the 2007 European Public Sector Award. The response has by far exceeded our expectations.

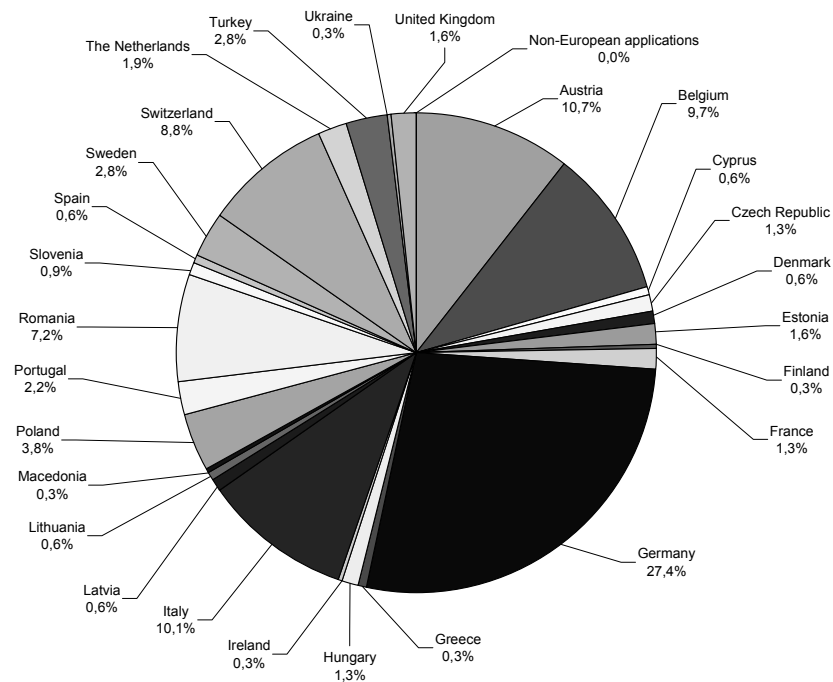
50 percent of applications came from local administrative bodies, and a quarter each from ministries or regional government institutions. In terms of content, the applications represent the entire spectrum of administrative activity. In particular, best practice cases from the thematic areas of social services, internal reorganization, education, as well as infrastructure and business development have been submitted.

Applications by thematic focus:

- Scarce Resources 48,1%
- Collaborative Governance, 30,2%

- Demographic Change, 11,0%

87 applications came from Germany, 35 from Austria, 32 from Italy, 31 from Belgium and 28 from Switzerland. Poland sent 23 and Romania 12 applications. 70% of all applications came from the “old” EU – member - states, 18% from the new member – states and 12% from non EU - member – states.



The first formal awards ceremony will take place on 12/13 November 2007 as part of an innovation congress in Lucerne, Switzerland.

CANADA

Accountability Action Plan

In March 2007 a revised edition of *Accountable Government: A Guide for Ministers and Secretaries of State* was issued. The latest edition includes ethical guidelines and guidelines for political activities of public office holders. This document is available at: http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=InformationResources&Sub=Publications&doc=guidemin/accountable-guide2007_e.htm and http://www.pco-bcp.gc.ca/default.asp?Language=F&Page=InformationResources&Sub=Publications&Doc=guidemin/accountable-guide2007_f.htm.

On April 15, 2007 the *Public Servants Disclosure Protection Act*, a component of the *Federal Accountability Act*, came into force. The *Public Servants Disclosure Protection Act*, which protects public servants and Canadians who report wrongdoings in the federal government, introduces specific penalties for offences, including tougher penalties for those who wilfully impede investigations of wrongdoing. The Act also creates an independent Public Servants Disclosure Protection Tribunal and the position of an independent Public Sector Integrity Commissioner. The first Public Sector Integrity Commissioner, who will conduct independent reviews of disclosures of wrongdoing, issue reports of findings to enable organizations to take appropriate remedial action and submit annual and special reports to Parliament, was appointed in August 2007.

The inclusion of all wholly-owned subsidiaries of Crown corporations and of seven additional Crown corporations in the *Access to Information Act* also came into force on April 15, 2007. This expansion of the *Access to Information Act* allows individuals greater access to these organizations' information and ensures greater transparency in government operations.

The *Conflict of Interest Act*, which enshrines the Conflict of Interest and Post-employment Code for Public Office Holders in law, came into force in July 2007. The Conflict of Interest and Ethics Commissioner, who was appointed in July 2007, is responsible for the administration of the Act as well as the Conflict of Interest Code for Members of the House of Commons.

Additional information on these initiatives can be found at http://www.faa-lfi.gc.ca/media/media_e.asp and http://www.faa-lfi.gc.ca/media/media_f.asp

On September 19, 2007 the federal government introduced the *Code of Conduct for Procurement*. This Code consolidates the existing legal, regulatory and policy requirements for government procurement into a concise and transparent document, and ensures that public servants and potential suppliers are working from the same statement of expectations and requirements. Suppliers, industry associations, government procurement officers and the public were consulted in the development of the Code.

The appointment of a Procurement Ombudsman Designate was also announced on September 19, 2007. The Procurement Ombudsman will ensure that the highest standards of ethical conduct are maintained in government procurement, and help ensure the procurement system is fair, open and transparent.

Information on these initiatives can be found at:

<http://news.gc.ca/web/view/en/index.jsp?articleid=350369> and
<http://news.gc.ca/web/view/fr/index.jsp?articleid=350369>.

Public Service Modernization

In November 2006 the Prime Minister of Canada established an Advisory Committee on the Public Service. The Advisory Committee has been mandated to advise the Prime Minister and the Clerk of the Privy Council and the Secretary to the Cabinet, including through annual reports, on matters relating to the future development of the federal public service. This includes advice and analysis on the renewal, recruitment, and retention of the public service, ensuring a diverse, flexible and adaptable workforce, human resource and development policies and strategies, and branding the public service as a trusted and innovative institution.

Information on the Advisory Committee, its mandate and its membership can be found at <http://www.pm.gc.ca/eng/media.asp?id=1405> and <http://www.pm.gc.ca/fra/media.asp?id=1405>. The Advisory Committee's first annual report is available at:

http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=InformationResources&Sub=Publications&doc=14report2007/Annex3_e.html
and http://www.pco-bcp.gc.ca/default.asp?Language=F&Page=InformationResources&Sub=Publications&Doc=14report2007/Annex3_f.html.

The Clerk of the Privy Council and Secretary to the Cabinet set out the future direction of the federal public service in his 2007 report to the Prime Minister on the Public Service. This report examines the issues facing the public service over the medium and long term and sets out principles, objectives and priorities for public service renewal as well as the instruments available to achieve them. This report is available at:

http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=InformationResources&Sub=Publications&doc=14report2007/14th_annual_report_e.html#I and

http://www.pco-bcp.gc.ca/default.asp?Language=F&Page=InformationResources&Sub=Publications&Doc=14report2007/14th_annual_report_f.html.

CZECH REPUBLIC

Regarding the decision by which the public administration became one of the priorities within the EU Structural funds for the period 2007-2013, the Government of the Czech Republic adopted in July 2007 the “Smart Administration Strategy” (Resolution No. 757/2007) and charged the Minister of Interior with the co-ordination of this strategy in accordance with the Government’s approved priorities and in respect of possible involvement of the EU Structural Funding in its implementation.

As an institutional basis for the management of this Strategy, the Board of Deputy Ministers for Regulatory Reform and Smart Administration under the chairmanship of the Minister of Interior was established. Concerning the composition of the Board, every ministry and other central state administration bodies (currently 14 ministries and 12 other central state administration authorities) appoint a member on the level of a Deputy Minister or a Deputy Head. Moreover, the representatives of the Associations of Regions of the Czech Republic, the Union of Municipalities and the Economic Chamber are to be represented within the Board. The Board is moreover charged with the control of quality of impact assessment studies submitted with concrete proposals to the Governments’ approval (for more information, please see also below the part devoted to the RIA Guidelines).

As regards the agenda of **regulatory reform** which was attributed to the Ministry of Interior due to the decision of the Government from October 2006, the Ministry of Interior submitted in the first half of 2007 following documents for the Government’s approval:

Analysis and the Action plan on administrative burden reduction

The Analysis of the Administrative Burden on Businesses and the plan for further actions which was adopted by the Government on 11th July 2007 (Government Resolution No. 759/2007). At the same time, the goal to reduce administrative burden imposed on businesses by 20 % until 2010 was reaffirmed. The reduction exercise will be coordinated by the Ministry of Industry and Trade, whereas the Ministry of Interior is responsible for the methodology and coordination of the agenda vis-à-vis the EU and the Commission’s Action Plan for reduction of administrative burden. As the next step, overviews enumerating the concrete legislation proposed for the purpose of the reduction are to be identified by March 2008 by 6 ministries regulation of which causes the biggest part of the measured burden. Simultaneously, the obligation to assess administrative burdens ex ante in case of new legislation drafts was introduced.

Regulatory Impact Assessment Guidelines

The Regulatory Impact Assessment (RIA) Guidelines were adopted by the Government on 13th August 2007 (Government Resolution No. 877/2007) and this decision accomplished the implementation of RIA into the decision-making process. The obligation to produce impact assessment of all legislative documents (primary as well as secondary ones) submitted to the Government according to the adopted guidelines is to be in force as of 1st November 2007 (in relation to the amendment of the Legislative Rules of the Government which include general requirements for drafting legislation proposed by the Government, e.g. central state administration authorities). The Board of Deputy Ministers for Regulatory

Reform and Smart Administration is to be charged with the quality control of impact assessment studies submitted together with the respective proposals to the agenda of the Government's meetings.

According to the process rules, the controlling role of the Board begins when a concrete impact assessment to a particular proposal is submitted by the drafting authority via the secretariat of the government (the Government Office) with the request to put it on the government's agenda. The Board elaborates its opinions to the submitted proposals in which, in case of an absence or incompleteness of the assessment, is entitled to recommend to the Government to return the material to the elaborating authority with the request to revise it or complete the RIA study with missing parts. These opinions are to be presented within the government by the chairman of the Board (this function is attributed to the Minister of Interior) in co-operation with the Chairman of the Legislative Council of the Government (the member of the government as well).

Other two complementary documents are attached to the RIA Guidelines and were adopted simultaneously with the RIA Guidelines by the Government on the 13th August 2007):

Methodology for Assessment of Costs for Public Administration

The aim of the methodology is to enable quantification of costs of the measures introduced by the new legislative proposals imposing new tasks on the authorities of territorial self-governing units in the area of performance of the state administration. This is due to the so-called "joint model" of performance of public administration in the Czech Republic where the state administration on the local level is performed as 'delegated competence' by the self-governing units (municipalities and regions). These calculations would be exploited as the basis for the compensation of expenses from the state budget to the self-governing territorial units. Besides, the methodology will be used for the calculation of the costs of any agenda performed by the self-governing units in order to gain the data for the comparison of general costs and the effectiveness of the public administration. Besides, the methodology is planned to be used for the calculation of the costs of any agenda performed by the self-governing units in order to gain the data for the comparison of general costs and the effectiveness of the public administration.

Methodology for Public Consultation

This methodology is to enlarge the scope and possible approaches to public consultations during the regulatory process. In this case, the Government approved launching of a pilot phase lasting till the end 2008 during which the methodology will be tested and used as a non-obligatory one in the case of three chosen legislative drafts. Once the pilot phase accomplished, the results of the pilot testing are to be reviewed by the Ministry of Interior with the aim to submit to the Government by the end of 2008 a proposal to lay down the obligation to hold public consultations during the regulatory process according to this methodology. Consequently, this methodology would provide for and enlarge the options for the consultation process which forms an obligatory part and one of the principal elements in the RIA Guidelines.

DENMARK

Reform of public welfare service – the Quality Reform

In 2006 the Danish government initiated the preparation of a new reform of the public sector – the Quality Reform. In August 2007 the government presented its strategy including 180 specific initiatives. The presentation was the culmination of a one year long process, where citizens, interest organisations, public employees and executives and other managers from the public and private sector were invited to discuss how further to improve the quality of the public sector services.

The overall focus of the reform is to ensure more effect and quality in the delivery of welfare services without increasing resources in terms of manpower. The goal is to ensure that the public sector will continue to be able to deliver high quality services to the citizens even though the future public sector work force inevitably will decrease due to demographic changes in the population.

The process leading up to the publication of the strategy has been – and still is - a political top priority with a ministerial committee chaired by the prime minister heading the work.

Central to the process were five meetings where representatives from interest organisations, independent experts and ordinary citizens were invited to discuss specific themes:

- “Freedom of choice, citizens involvement and personal responsibilities”
- “Coherent and coordinated public service”
- “Clear targets and focus on results”
- “Innovation and competition”
- “Leadership, high involvement of the employees and motivation”

Prior to each meeting the government presented a number of specific initiatives related to the theme to serve as a starting point for the discussions on the meetings.

The government also appointed a so-called “Quality Group” with participants from central organisations, independent experts and executives from the public and private sector (27 members). The purpose of the group was to discuss the final drafts of the government’s strategy.

The process is by no means finished yet. The government’s strategy will now be the subject of political negotiations. The political parties will in September and October be invited to political negotiations on the reform.

The reform consists of eight themes:

- A user centric public sector
- Better basic training and better opportunities for supplementary training
- Leadership
- Innovation
- Self governing - strong local government
- Deregulation
- Recruitment to welfare service and senior policy
- Investments in the welfare state of tomorrow

A user centric public sector

The government wants to put the more than 5 million users in the centre of the development of public service. Among other things this includes making it more clear for all citizens what kind of specific service they can expect from the public sector. It also includes much more systematic use of surveys of the citizens' satisfaction with public service – in fact all institutions on the major public service areas (e.g. child care, elderly care, health care) will conduct surveys of user satisfaction. The government will also make it easier to get in contact with the public sector. In 2008 a new internet portal www.borger.dk will provide all citizens with their own personalized entrance to online information and self-service.

Better work environment, better basic training and better opportunities for supplementary training

The government wants to ensure the best possible work environment and better opportunities for professional training in terms of courses and on-the-job training. In June the government and public sector employers agreed with the public sector employee organisations on a number of initiatives that will improve the basic training as well as the supplementary training for public sector employees (e.g. nurses and school teachers). The agreement also aims to improve the work environment e.g. by ensuring that there is a systematic dialogue about and focus on initiatives that can improve the working environment.

Leadership

Great leaders are crucial if changes in the public service are to be successfully implemented. However, the vast majority of public managers are without any formal training in leadership and management. Thus, the government has together with the employee organisations decided to improve the supplementary training of public sector managers. Along with this initiative a formal dialogue forum will also be established. In this forum representatives from public sector managers and employees will be given the opportunity to discuss and put important public management issues on the political agenda.

Innovation

The society changes more and more rapidly, which makes it more important for the public sector to improve its ability to adapt to the changing demands from the population, which in turn makes the ability to innovate more important. The government has taken steps to improve the public sectors ability to learn from and spread out best practice in the public sector. The government will also improve the ability to include users' and employees' views via user-driven and employee-driven innovation projects.

Self governing - strong local government

Denmark has a long-standing tradition of a decentralised public sector. A main aim of the Quality Reform is to replace detailed national regulation with negotiated targets and frames for the municipalities combined with better documentation for the local activities. Systematic benchmarks among municipalities and local institutions based on the documentation should lead to an increase in quality and effectiveness. Finally, local leaders in the front-line welfare institutions should be granted with a larger degree of managerial freedom to plan the activities and daily operations of the institutions.

Deregulation - cutting bureaucracy

The government will launch a reform aimed at cutting bureaucracy in the public sector. More specifically the reform will aim at reducing or improving central government's regulation of local government. Involving front line workers and using their experiences will be central to the reform. Focus will be on a wide range of factors behind excessive bureaucracy, i.e. not only regulation itself, but also inadequate ICT-systems, bureaucratic work processes, communication etc. Furthermore, the reform will not only target existing regulation, but also the way future regulation is made, in particular a shift from detailed regulation of processes towards documenting performance (outcome and output) will be pursued. In the first phase of the reform, the six ministries responsible for most of the regulation of local government will select key areas where reform is most needed and make strategies for reforming these areas. In the second phase, analysis will be carried out involving frontline workers to identify their suggestions for better regulation. Based on the findings the ministries will make specific action plans for further analyses and implementation of the suggestions. Implementation and possibly further analysis will take place in the third phase. The ministries will continually report on progress and achieved results.

Recruitment to welfare service and senior policy

Demographic changes make it more and more difficult to recruit the necessary number of public sector employees. Nothing can change this fact. It is, however, possible to make better use of the human resources we do have. The government wants to make it easier for senior employees to stay longer on the labour market by establishing more flexible schemes e.g. with shorter working hours etc. The government will also give part time staff better opportunities to work more.

Investments in the welfare state of tomorrow

Continuous investments are necessary to ensure that the facilities of the welfare state are up to date. From 2009 to 2018 the government will invest 50 billion Danish kroner (app. 6,7 billion Euro) in hospitals, schools, kindergartens and residential homes for the elderly. Also the government wants to invest in technologies that can make e.g. health care and elderly care less labour intensive.

FINLAND

The New Government Programme in Finland - What's in it for Public Management Reforms?

In Finland the ministerial structure has been intact for decades. Prime minister Matti Vanhanen's second coalition Government (April 2007 ->) has included in its Government Programme several changes into this structure. Also state regional administration will undergo changes and work to restructure municipalities and services is underway

The Finnish government will have a totally new ministry beginning of 2008. Ministry of Trade and Industry and most parts of the Ministry of Labour will be merged into one new ministry where also functions that relate to the development of regions - previously situated in the Ministry of Interior - will be moved, as well as some functions from the Ministry of Social and Health Affairs.

The migration issues that previously were in the Ministry of Labour will now be joined into the Ministry of Interior. The Ministry of Interior will change further as the Public Management reform work will be concentrated into the Ministry of Finance. The Ministry of Finance's Governance Policy side will be further strengthened by the Department of Municipal Affairs also previously in the Ministry of the Interior. All these changes will be made before the end of this year. In the Ministry of Finance there are now two ministers: the Minister of Finance and the Minister of Public Administration and Local Government.

The regional administration will also be under scrutiny during this Government Period. The roles and functions of different regional authorities will be clarified. The aim is to being to get rid of overlapping functions and to diminish the amount of regional authorities. The current state regional (5 regions) offices will be organised in a new way. The development work starts immediately and should be finished by 2010. The current county councils system will be demolished.

The new Government takes seriously the critique posed by citizens towards the European Union, Also from this perspective the effectiveness, and the openness and simplification of administrative procedures play a central role. The Government will also work actively to deepen and enrichen the discussion about European Union.

In keeping down the growth of public expenses the Government Programme lists two important programmes. First the productivity programme started during the previous Government will continue. On the municipal side the Government closely monitors how the municipal reform advances and report will be given to parliament in 2009.

To secure services new ways of organising and producing services will be sought after. The Government will enhance public-private and third sector partnerships in service production. Uptake of producer-provider models is encouraged and ways to monitor the quality of services will be developed further. Electronic services will be enhanced strongly aiming at having access to services throughout the country regardless of the region.

According to the Government programme the regionalisation of state government jobs will continue more evenly across the country .In public sector personnel policy the Government enhances permanent contracts. In order to guarantee enough workforce at the public sector a programme will be developed to ensure with pay policy, permanent agreements and terms of contract that the work force would stay and that the sector is attractive. To increase public sector productivity extra emphasis is paid on leadership skills and using modern ICT-technology.

The Government ensures that there will be gender mainstreaming in law drafting in the budget process and in all other important projects already in their early phase. Training will be provided to enhance the work on gender mainstreaming.

The State government is obliged to make programmes of sustainable development for its functions and the municipalities are encouraged to do so.

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FRANCE

La nomination en mai 2007 d'un ministre du budget, des comptes publics et de la fonction publique, permet de rassembler dans un même département ministériel les principaux leviers d'action pour accélérer la politique de modernisation de l'Etat. En effet, ce ministre est chargé de préparer et mettre en œuvre la politique du Gouvernement en matière budgétaire et de comptes publics, de fonction publique et de modernisation de l'Etat.

1. La modernisation de la gestion publique

1.1. La révision générale des politiques publiques

Le président de la République et le Gouvernement ont décidé en juin 2007 le lancement d'une révision générale des politiques publiques (RGPP) pour répondre à la triple exigence d'efficacité, de qualité du service rendu et d'économie dans la gestion des finances publiques. Cette démarche ambitieuse et novatrice structure l'ensemble des actions de modernisation en s'appuyant notamment sur :

- La réforme budgétaire de la LOLF (Loi organique relative aux lois de finances en œuvre depuis le 1er janvier 2006)
- Les audits de modernisation lancés en 2005 et 2006¹
- Les stratégies ministérielles de réforme de 2004 et 2005

Les objectifs de la RGPP sont :

- La recherche de l'amélioration de la qualité des services produits pour les usagers et d'une amélioration de l'efficacité socio-économique des politiques d'intervention ;
- Une rationalisation et une réduction du coût des politiques publiques, par une organisation et un fonctionnement plus efficaces et productifs ;
- L'identification des conditions de succès qui garantissent une mise en œuvre opérationnelle des décisions qui seront prises.

¹ Les audits de modernisation. Entre octobre 2005 et avril 2007, 150 audits ont été lancés en six vagues successives, radiographiant près de 140 Mds€ de dépenses publiques et ciblant les principaux enjeux de modernisation. Ils permettent d'identifier des projets de modernisation pour améliorer le service public tout en dégagant des marges de manœuvre. Les résultats des audits de modernisation font partie des matériaux qui alimentent la RGPP. <http://www.performance-publique.gouv.fr/audit/index.htm>

Les travaux sont conduits par des équipes d'auditeurs, composées de spécialistes des secteurs public et privé, en liaison avec les administrations concernées et le ministère du budget. Leurs travaux portent sur :

- Quinze domaines d'audit de l'action de l'Etat
- Six grandes politiques d'intervention
- Quatre chantiers interministériels

<http://www.rgpp.modernisation.gouv.fr/>
http://www.minefi.gouv.fr/presse/dossiers_de_presse/budget/rgpp070710/som_rgpp.php

1.2. La politique immobilière

La **stratégie immobilière** de l'Etat lancée depuis 2005 vise trois objectifs :

Le rééquilibrage des finances publiques, par une accélération du rythme des cessions (800 millions d'euros de cessions ont été réalisés en 2006) ;

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'Etat-proprétaire, a été confiée au Service France Domaine, opérateur immobilier de l'Etat, qui, au sein du Ministère des finances, conseille des administrations de l'Etat sur la pertinence de leurs projets.

Deux mesures confortent le cadre budgétaire de la gestion immobilière de l'Etat :

- Le compte d'affectation spéciale de la gestion immobilière de l'Etat créé en 2006 qui retrace, les produits de cession et les modalités de emploi des fonds;
- Les loyers budgétaires, déjà étendus à l'ensemble des ministères sur le parc de bureaux de l'administration centrale en 2007, sont étendus dans une part significative des services déconcentrés (Région Ile-de-France et dix principales agglomérations de province notamment.).

www.minefi.gouv.fr/cessions/
http://www.thematiques.modernisation.gouv.fr/chantiers/189_19.html

1.3. L'optimisation des achats de l'Etat

Le code des marchés publics en France a été modifié par un décret du 1er août 2006. Le nouveau Code 2006, dont les règles sont entrées en vigueur le 1er septembre 2006, intègre l'ensemble des dispositions des directives européennes.

Ses principales innovations sont :

- la reconnaissance des objectifs de développement durable pour la détermination des besoins à satisfaire ;
- de nouvelles dispositions destinées à favoriser la dématérialisation des marchés publics ;
- des mesures visant à favoriser l'accès des petites et moyennes entreprises à la commande publique ;
- des simplifications ou ajustements de procédures, apportés au code des marchés publics adopté en 2004, au bénéfice des acteurs de la commande publique ;
- une modification de l'organisation actuelle du recensement de l'achat public.

Par ailleurs, en 2006, les achats de fonctionnement général de l'Etat ont fait l'objet d'un audit dans le cadre de la politique des audits de modernisation conduits par le ministère de la réforme de l'Etat. Cet audit a porté sur la cartographie des achats de l'Etat et des organisations en charge de l'achat. Ces achats s'élevaient en 2005 à 15 milliards d'euros dont environ 10 milliards d'achats de fonctionnement courant et 5 milliards d'achats « métiers » plus spécifiques. L'audit a montré qu'un objectif d'économie de 1,3 milliards d'euros était atteignable en trois ans.

A cette fin, un plan de rationalisation des achats de l'Etat a été formalisé par le ministre de la réforme de l'Etat en octobre 2006. Il vise à professionnaliser la fonction achat et à lancer des opérations d'achats interministériels permettant de générer des gains du fait de la mutualisation et la standardisation. Il comporte un volet interministériel et des plans ministériels destinés à décliner le plan interministériel et à le compléter par des actions particulières. Une mission interministérielle France achats a été créée dont la mission est de piloter l'ensemble du plan.

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

<http://www.thematiques.modernisation.gouv.fr/UserFiles/File/4%20pages%20achats.pdf>

http://www.performance-publique.gouv.fr/audit/modernisation_achats.htm

http://www.performance-publique.gouv.fr/audit/modernisation_achats.htm

1.4. Le développement des contrats de partenariat

Les contrats de partenariat (loi du 17 juin 2004), associent selon la tradition française des opérateurs privés à la réalisation de missions de service public, et s'inscrivent dans le mouvement d'innovation marqué par le développement des partenariats public-privé en Grande Bretagne et dans de nombreux autres pays européens. Le nouveau dispositif concerne aussi bien l'Etat et ses établissements publics que les collectivités locales.

Une trentaine de projets d'investissement émanant de l'Etat sont en cours dans dix ministères, pour un montant total de près de 7 milliards d'euros, et environ soixante-dix dans les collectivités territoriales (ce dernier chiffre est en accroissement rapide). La fin de l'année 2006 a vu la signature des premiers d'entre eux. A cela s'ajoutent les projets réalisés ou engagés dans les secteurs hospitaliers, prisons et police-gendarmerie notamment pour un montant cumulé proche de 2.5Md€.

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'Etat 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 est une charte d'engagements sur la qualité de l'accueil adaptable à la variété des publics et des prestations. Généralisée en janvier 2005, elle est largement appliquée au sein de l'Etat (plus de 2000 services et juridictions), mais aussi par d'autres acteurs publics.

Le gouvernement a décidé en 2006 de faire évoluer la Charte Marianne vers le Label Marianne, adossé à un référentiel semblable à ceux utilisés dans la certification de service. L'attribution du Label est conditionnée par une évaluation sur site effectuée par un tiers indépendant. Le référentiel Marianne est applicable par toute structure ayant une mission de service public et recevant des usagers.

Le Label Marianne consolide la qualité de l'accueil du public et incite à la généralisation des principes du management de la qualité.

L'expérimentation de ce nouveau dispositif lancée en novembre 2006, concerne 59 sites pilotes, (services de l'Etat, juridictions, collectivités locales, établissements de santé...). L'objectif est que ces sites soient labellisés à la fin de l'année 2007. Cette phase test permettra d'affiner le référentiel et les outils d'accompagnement afin de se préparer à un déploiement plus large du Label en 2008.

http://www.thematiques.modernisation.gouv.fr/chantiers/234_58.html

http://www.thematiques.modernisation.gouv.fr/chantiers/239_59.html

2.2. La qualité réglementaire et les simplifications

Comme dans la plupart des Etats 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 concernant plus particulièrement 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 ou les plus coûteux ont été identifiés et mesurés le coût pour les entreprises mais aussi celui pesant sur les administrations (Un plan de réingénierie a été élaboré fin 2006 pour être mis en œuvre en 2007).

Le gouvernement s'est engagé depuis septembre 2006 à mesurer 216 nouvelles obligations. Le coût au sein de l'administration et de l'entreprise (y compris le coût généré pour l'entreprise des délais de l'administration) a été mesuré. Sur ces 216 obligations, 64 (les plus complexes et les plus coûteuses) se traduiront par une série de plans d'action ministériels en octobre 2007. Les gains attendus de ces plans d'action devraient correspondre à une réduction de 20% de la charge administrative pour les mesures concernées.

Depuis juillet 2007, deux démarches sont entreprises :

- un recensement complet de l'ensemble des obligations gérées par les administrations de l'Etat, pesant sur les entreprises. Cet inventaire sera achevé en mars 2008 ;
- la mesure et la réduction des charges administratives concernant 600 nouvelles obligations dont une première tranche de 200 sera terminée en mars 2008.

La pratique des études d'impact préalables aux réformes significatives a par ailleurs été renouvelée au cours des derniers mois, sur la base d'une méthodologie conforme à celle promue par l'OCDE et les institutions européennes, comprenant en particulier l'examen de différentes options de réforme envisageables, y compris une ou des options alternatives au recours à une nouvelle réglementation.

L'une des traductions de cette politique est l'adoption de la loi n° 2007-130 du 31 janvier 2007 de modernisation du dialogue social, qui prévoit sur les projets de réforme dans le domaine social une concertation préalable avec les organisations syndicales de salariés et d'employeurs représentatives au niveau national et interprofessionnel en vue de l'ouverture éventuelle d'une négociation.

Des indicateurs de mesure de l'évolution de production normative ont été élaborés au cours de l'année 2006 et sont régulièrement rendus publics, sur l'internet, des indications sur le rythme d'évolution du volume des textes et sur les résultats obtenus en termes de codification du droit en vigueur.

http://www.thematiques.modernisation.gouv.fr/chantiers/131_39.html

Par ailleurs, le gouvernement poursuit également ses efforts pour freiner la multiplication des commissions administratives : 147 commissions administratives centrales ont été ainsi supprimées depuis 2004. L'objectif est de supprimer 200 nouvelles commissions en 2007.

http://www.thematiques.modernisation.gouv.fr/chantiers/119_21.html

<http://www.minefi.gouv.fr/presse/discours/budget/jfc0607121.php>

3. L'administration électronique

Pour faciliter l'usage cohérent et efficace des TIC dans les services publics, en 2007, l'effort porte sur la définition de règles communes et la coordination des acteurs publics, la mise en œuvre de services utilisant les TIC de manière innovante ainsi que la participation aux initiatives européennes.

3.1. Définir les règles communes sur l'usage des TIC dans le service public

Afin de permettre un accès plus libre aux données publiques et d'améliorer les échanges d'informations, l'Etat construit un cadre normatif pour l'ensemble de la sphère publique. Trois grands référentiels ayant une base légale seront finalisés en 2007, avec et pour l'ensemble des acteurs publics.

Le projet de référentiel général d'interopérabilité (RGI) en cours d'adoption spécifie l'ensemble des règles nécessaires aux échanges d'informations. Il renforce ainsi l'interaction entre différents systèmes d'information, en particulier entre les entreprises et l'administration. Le RGI, élaboré en cohérence avec le cadre européen d'interopérabilité de la Commission européenne, permettra de rationaliser et de pérenniser les investissements du secteur public.

http://www.thematiques.modernisation.gouv.fr/chantiers/191_23.html

Mais l'interconnexion des systèmes ne doit pas se faire au détriment de la sécurité. D'où l'élaboration du référentiel général de sécurité (RGS), dont l'application homogénéisera et augmentera le niveau de sécurité des systèmes d'information. C'est le vecteur indispensable pour obtenir la confiance de l'utilisateur vis-à-vis des services en ligne proposés par l'administration.

http://synergies.modernisation.gouv.fr/rubrique.php?id_rubrique=159

Intégrant les exigences de la loi du 11 février 2005 sur l'égalité des droits et des chances, la participation et la citoyenneté des personnes handicapées, le référentiel général d'accessibilité des administrations (RGAA) servira de guide pour faciliter l'accès des citoyens aux services numériques, en particulier pour les personnes handicapées.

<http://rgaa.referentiels.modernisation.gouv.fr/>

3.2. Coordonner les acteurs pour un meilleur usage des TIC au bénéfice des citoyens

L'Etat met en place une coordination générale formalisée dans le Schéma Directeur 2007-2012 de l'administration électronique. Celui-ci regroupe, par grand thème, les initiatives communes à plusieurs politiques publiques permettant un développement cohérent de services, dans une logique de partage des bonnes pratiques, de mutualisation et de conduite de projets communs. Certains de ces thèmes sont directement liés aux chantiers définis dans la stratégie européenne i-2010.

L'objectif de cette démarche est de maximiser l'effet modernisateur des TIC en conjonction avec les autres leviers de modernisation que sont les ressources humaines, l'organisation, la réglementation, et le budget. Cette démarche contribue de surcroît à améliorer de façon continue le dialogue entre les acteurs en charge de la mise en œuvre des politiques publiques et les acteurs informatiques.

http://www.thematiques.modernisation.gouv.fr/axes/50_13.html

3.3. De nouveaux services innovants grâce aux TIC

Au-delà du succès confirmé et amplifié de services comme TéléIR (déclaration de revenus sur Internet avec 14 millions de visites et 7,4 millions de déclarations en ligne), service-public.fr (portail de l'administration française, près de 3 millions de visiteurs par mois) ou Changement d'adresse en ligne (1 million de déménagements par an, 30 % du total), de nouveaux services ont été mis en ligne ou ont rencontré un réel succès cette année:

Administration24h24 : Ce guichet unique donne accès à 600 formulaires et télé-services. Il a drainé 2 millions de visiteurs depuis son lancement par le Premier ministre à la mi-janvier 2007. Ce portail met aussi en œuvre un serveur de formulaires permettant de dématérialiser progressivement l'ensemble des formalités administratives.

<http://www.administration24h24.gouv.fr/>

Subvention en ligne : guichet unique de demande de subvention et répertoire des aides publiques aux associations, ce service favorise une instruction partagée des dossiers par les différents organismes concernés et, en conséquence, simplifie radicalement les relations des associations avec les organismes publics. Après une période d'expérimentation, ce service sera généralisé pour 4 politiques publiques à partir de la fin de l'année 2007 (santé publique, sport et jeunesse, ville et cohésion sociale, culture).

<https://www.subventionenligne.fr>
https://www.adele.gouv.fr/subventions-publiques/article.php3?id_article=2

Géoportail : premier outil à vocation nationale et transversale permettant de mettre en commun, de télécharger et de visualiser les données géographiques produites par les différentes structures publiques. Utilisé par environ 2 millions d'internautes par mois, ce portail répond également aux exigences de la directive INSPIRE.

<http://www.geoportail.fr/>
<http://www.impots.gouv.fr/portal/dgi/home?pageId=home&sfid=00>
<http://www.service-public.fr/>
<http://www.changement-adresse.gouv.fr>

3.4. Une participation aux travaux européens

L'Etat a renforcé sa participation aux instances et chantiers européens dans le domaine de l'administration électronique, en cohérence avec les priorités du plan d'action i-2010. La France participe activement aux travaux de l'UE sur l'identité numérique. Elle est aussi fortement impliquée sur la question du dossier virtuel de l'entreprise, qui sera nécessaire à la mise en œuvre de la Directive Services. Elle a, par ailleurs, engagé une action avec d'autres pays comme l'Allemagne, sur la normalisation internationale d'un protocole d'échange destiné aux administrations, *PRESTO*.

https://www.ateliers.modernisation.gouv.fr/ministeres/projets_adele/a131_b_protocole/public/presto/folder_contents

4. La gestion des ressources humaines

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

La circulaire du 16 novembre 2006 représente une étape importante de l'évolution de l'Etat dans ses modalités de conduite de changement. En effet, l'organisation annuelle des « conférences de gestion prévisionnelles des ressources humaines », définit un nouveau cadre de gouvernance d'ensemble de la fonction publique de l'Etat.

Il s'agit, sur la base de schémas stratégiques de gestion des ressources humaines établis par les ministères, d'examiner leurs stratégies pluriannuelles.

Cet examen donne lieu, à un échange approfondi entre la Direction générale de l'administration et de la fonction publique (DGAFF) et les secrétaires généraux et DRH des ministères, qui permet de définir comme une perspective globale et pluriannuelle, de recenser les meilleures pratiques en vue d'une mutualisation au sein de l'Etat.

L'expérimentation a permis la contractualisation d'engagements réciproques entre les ministères et la DGAFP en vue d'une meilleure cohérence de la politique de gestion des ressources humaines menée au sein de l'Etat, tant en termes de stratégie que d'organisation et de processus.

Au-delà de cette recherche de cohérence, il s'agit pour la DGAFP, à l'échelon interministériel, de conforter 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 développement des systèmes d'information des ressources humaines

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

- Accompagner les ministères dans l'évolution de leur SIRH et les aider dans la mise en œuvre de la Gestion prévisionnelle des effectifs, des emplois et des compétences (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 ;
- Leur permettre de développer leur démarche de GPEEC.

www.fonction-publique.gouv.fr/article387.html

Par ailleurs, un opérateur national de paye (ONP) a été créé (décret du 15 mai 2007). Doté d'un nouveau système d'information, il deviendra progressivement l'opérateur unique du traitement de la paye de tous les agents de l'Etat et le point d'ancrage interministériel des systèmes d'information de gestion des ressources humaines.

<http://www.fonction-publique.gouv.fr/article961.html>

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

Le cadre de la fonction publique de carrière détermine la gestion publique des ressources humaines: la gestion des carrières des agents a pour finalité de répondre aux besoins des services publics.

Le Répertoire Interministériel des Métiers de l'État (RIME) Ce répertoire publié en novembre 2006 au terme d'une phase importante de concertation approfondie avec les organisations syndicales et les ministères a permis d'identifier et de décrire plus de 230 emplois.

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'Etat : les emplois occupés par les personnels titulaires, mais aussi ceux tenus par les contractuels, qu'ils soient civils ou militaires, soit environ deux millions et demi de personnes.

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

4.4. La loi de modernisation de la fonction publique du 02 février 2007

La loi de modernisation de la fonction publique a conduit à :

- Instituer un droit individuel à la formation (DIF) au bénéfice de chaque agent public à l'instar de ce qui existe pour les salariés du secteur privé ;
- Introduire des mécanismes de reconnaissance des acquis de l'expérience professionnelle dans le recrutement ainsi que pour le déroulement des carrières.

La loi prévoit de meilleures perspectives de carrière pour motiver les fonctionnaires

La loi de modernisation de la fonction publique invite à :

- Prévoir des fusions de corps afin de développer la mobilité des fonctionnaires dans un cadre harmonisé. 413 000 fonctionnaires seront gérés à l'avenir dans 101 corps au lieu de 335 ;
- Faciliter la mobilité entre les fonctions publiques ainsi qu'entre le secteur public et le secteur privé.

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

<http://www.legifrance.gouv.fr/WAspad/UnTexteDeJorf?numjo=FPPX0600067L>

KOREA

1. Overview of Citizen Participation in Korean government

1) *Conditions for citizen participation*

- Highly increased concern for citizen participation; Citizen participation is a key part of the current Korean government's philosophy. An office for citizen participation was set up in the president's secretary office. All of national and local governments use online citizen participation system. 43 national agencies have a total of 726 citizen participation system like PCRM, monitoring government, customer survey². Both national and local governments respond to civil ideas, grievance, complain on government programs in a week.
- World's top level of e-government; UN e-government readiness index is 5th place among 191 countries.³ 100% of public institution has its own internet web site.
- A large numbers of NGO and active participation; Registered NGO has increased from 3,413(2001) to 5,587(2005) by 66.7%. Employees of NGO participate in national and local government's various advisory committees as a representative of NGO.

2) *Acts & systems for citizen participation*

① *Administrative procedure Act (December 31. 1996)*

Article 1 (Purpose) The purpose of this Act is to attain fairness, transparency, and confidence in administration, and to protect the rights and interests of citizen, encouraging citizen participation in administration.

※ The key articles on citizen participation

Article 41~43(Announcement of legislation): preannounce when intending to enact, amend, or abolish Acts and subordinate statutes to the public for 20 days.

Article 46(Announcement of administration): preannounce when establishing, enforcing, or changing policies, systems and plans imposing burdens and disadvantage upon its' citizen to the public prior to establishment or implementation of them.

² * Source: 'A research on citizen participation, September 2006'

³ * Source : UN DESA, 'UN global e-government readiness report 2005'
Internet: <http://www.unpan.org/egovkb/datacenter/CountryView.aspx>
※ 1~4th place: US, Denmark, United kingdom, Sweden

Article 38~39-2(Public hearing): holds a public hearing for experts, stake-holders and citizen when establishing, enforcing, or changing policies, systems and plans imposing burdens and disadvantage upon its' citizen prior to establishment or implementation of them.

② Citizen proposal system(www.epeople.go.kr)

* Citizen proposal Decree (May 30, 2006)

started in 1997 as traditional off-line system and the exclusive channel for citizen proposal was set up in the internet website networking 54 government agencies on April in 2005, and invite ideas on the given project, social issue or theme.

* Table : Number of proposal

	Y 2001	Y 2002	Y 2003	Y 2005	Y 2005	Y 2006
Total number of received ideas	316	571	1,122	991	16,086	38,236
Adopted	1 (0.3%)	0	8 (0.7%)	7 (0.7%)	390 (6.4%)	575 (4.8%)
Un-adopted	315 (99.7%)	571 (100%)	1,114 (99.3%)	984 (99.3%)	5,704 (93.6%)	11,567 (95.2%)
Classified as non-proposal					9,992 (63%)	26,094 (68%)

※ The case of metro city of Seoul (2007)

On the internet portal site Naver, metropolitan city of Seoul invited ideas from January 16, 2007 on the project increasing the number of tourists in Seoul two and half times in 2007 by comparison with 2006, and 854 ideas have been applied by January 26.

3) Weak areas of Korean government

- Lack of official data of cost and benefit analysis about Citizen participation
- Rare case of citizen panel, citizen forums
- Low level of citizen participation rate(32%, Survey result 2006)

For more information, please visit <http://www.epeople.go.kr>

Or http://www.egov.go.kr/eng/index_portal.html

2. Information Disclosure for enhancing transparency

① Enforcing 'the Information Disclosure Act' in 1998

This is to guarantee the people's rights to know and enhance transparency in government administration. The number of disclosure of information has been increased from 20 thousand (1998) to 90 thousand (2002) and to 260 thousand (2006).

Korea administration settles people's affairs in the fastest processing time (10 days) in disclosure of information in the world

Voluntary disclosure of policy information which has great effects on people's life without people's requesting disclosure of information.

② Establishing online information disclosure portal system in 2006

PIDS (Public Information Disclosure System) is online information disclosure portal system to ensure people's rights to access to administration information. The entire process from requesting disclosure of information, learning the processing status, paying charges, to acquiring information is all conducted online.

1.5 million People have visited PIDS and acquired 18.9 thousand information since April 2006. People are able to access to administration information which is interested or related to them conveniently at any time.

To more information, please visit www.open.go.kr

Or contact to 97young@mogaha.go.kr

3. Continuous Workplace Learning

The Civil Service Commission is leading innovation in the training and education program of civil servants. Major trend of the changes is to align workplace learning with performance, whereas in the past the training focused merely on development for enhancing individual performance.

In the past, training used to be a measure to acquire "points" fulfilling basic requirements for promotion. Now workplace is where continuous learning takes place while working for results. It is a concept to promote the organizational culture of consistent learning.

The program allocates minimum 100 hours of mandatory training and education per year for civil servants in directors' level (grade 4) and under. Acquiring job related certificates, participation in various taskforces or research are also credited to the continuous learning program. Training and education is no more optional. It is now an essential course for all middle managers to become candidates for the Senior Civil Service.

Training and education is also no more organized in groups. Every civil servant can take self initiative for customized learning. The Civil Service Commission provides a wide range of support to government agencies to conduct job analysis and competency assessment for development of a customized training program. An exemplary model is the "Competency Based Curriculum."

Other important components are "Action Learning" and "Blended learning". Action learning adopts on-site visits, case studies, and problem solving discussions to make the training more participatory and practical. Blended Learning combines online training with in-class courses. This year more than 350,000 are estimated to complete cyber online courses.

To more information, visit <http://www.csc.go.kr/english>

Or send an email to khs0052@korea.kr

4. Career Management Support Program

Under the current system, civil servants with poor performance or who faces difficulty to adapt to the organization did not have much choice - whether to continue working without adequate support or separation from the organization which is a difficult option.

The Career Management Support Program consists of four components which are: career counseling, transfer/re-appointment, competency enhancement, and career transition. It provides opportunity for capacity building and a wider range of options. One can continue his/her service in current post after capacity building support, transfer within or to another agency, or choose separation.

For more information, visit <http://www.csc.go.kr/english> or send an email to khs0052@korea.kr

5. e-Procurement System for Large-scale Construction Works

Since the launch of the e-Procurement system, the contracting procedures for General Construction Works have been processed electronically from the contract request to the conclusion of the contract. The contracting procedures for large-scale construction works (design-build contracts and alternative tenders, with estimated prices exceeding 10 billion won), however, still had to be processed offline and the subjective evaluation of the design was additionally conducted. This required complicated bidding documentations to be submitted, and hindered the transition to the e-Procurement system.

The offline contracting procedures for large-scale construction works left room for such risks as dual workflow in tendering process, the increase of bidding expenses due to direct bidding, increased lead-time and potential confusions, possible abuse of authority by civil officials, and increased risk of corruption due to the frequent opportunities for direct contacts between the contracting officer and the bidders.

In order to resolve these problems, a decision was made to incorporate the contracting procedures for design-build contracts and alternative tenders into the e-Procurement system on a step-by-step basis. In line with this decision, the transition to the e-Procurement system began with the submission of documentations for qualification examination and the awarding and concluding of contract, as these procedures required shorter time for the transition. This job was completed in the first half of 2006. The transition of the procedures for receiving bidding applications and the submission of blueprints and tender price offers, which demanded more time, was done in the second half of the same year.

Incorporating large-scale construction works into the comprehensive e-Procurement system, that encompasses all the stages from the contract request to the conclusion of contract, contributed to the improvement of customer satisfaction and the prevention of potential contracting disputes.

For more information, please visit the <http://www.pps.go.kr/english/> or send an e-mail to bullseye@pps.go.kr

6. Proliferation of Transparent and Efficient e-Procurement to Developing Countries

Having received UN Public Service Award in 2003, KONEPS is widely recognized as a Best Practice Model in e-procurement in the international community, and there has been a high interest in benchmarking KONEPS particularly among developing countries. On the basis of this global awareness on the excellence of KONEPS, PPS is endeavoring to spread e-procurement in the international community with such international organizations as UN and the World Bank.

Traditional Procurement Method involves a large amount of paper documents and typically lacks unified information management. Consequently, such procurement method is faced with low efficiency and transparency combined with persistent social problems including corruption.

PPS has been running e-Procurement Capability Enhancement Program for Developing Countries. As part of the program, PPS co-hosted e-procurement workshops with relevant international organizations.

- International Conference on e-Procurement (December 2005, co-hosting with ADBI, UNESCAP)
- Workshop with four ECA countries* (November 2006, co-hosting with the World Bank)
- Workshop with 10 Asian countries (December 2002, co-hosting with UNGC)
- In July 2007, PPS held an e-procurement training program. 19 public procurement officers from 12 developing countries participated and received training in essential technologies for e-business, including encryption technology and electronic catalogues.
- KONEPS Study Tour program hosted delegations from Vietnam and Bangladesh in 2006, and from Mongol, Saudi Arabia, and Thailand in 2007.
- KONEPS supports e-Procurement Feasibility Analysis for developing countries such as Vietnam, Pakistan (2005), Georgia and Mongol (2007). PPS is currently devising a plan to provide a gratuitous support for Vietnam's model system development scheduled in 2008.

Improvement of efficiency and transparency by enhancing the e-procurement capabilities of procurement officers from the participant countries.

For more information, please visit the <http://www.pps.go.kr/english/> or send an e-mail to bullseye@pps.go.kr

1. KONEPS Mission

KONEPS was developed for electronic processing of public procurement work, as well as enhancing investment efficiency by providing a comprehensive service through a single system that can be utilized by all public institutions for their procurement needs. The development of KONEPS was one of eleven focal projects for Korea's Electronic Government Plan, based on the electronic procurement system of PPS.

2. Major Functions

- Electronic processing of the entire procurement procedures including supplier registration, tendering, contracting and payment.

- Unified channel for public procurement that publishes tender information from all public institutions and allows contractors to participate with a single initial registration.
- Provides One-Stop Service for public institutions and private industries via electronic linkage with 80 institutions, including Ministry of Government Administration and Health Affairs, financial institutions, related associations, etc.

3. Achievements

- Saving of 4.5 trillion won per annum in transaction cost associated with public procurement, including the suppliers' expenses for visiting relevant authorities. (Estimated by KAIST, May 2005)
 - Significantly improved level of transparency in public procurement administration, due to the public disclosure of all procurement information and reduced opportunities for direct contact as a result of on-line processing.
-

7. Protection of a whistleblower was strengthened by a revision of anti-corruption act

In July 2007, the Anti-Corruption Act was amended to provide protection for **private sector employees** as well as public servants who report acts of corruption. The amendment is expected to encourage private sector employees to blow the whistle.

According to the amendment, even in case that a person belonging to a **private enterprise** put a whistleblower at a disadvantage, the person shall be forced to comply with KICAC's request for reinstatement.

Such a person shall be punishable with not more than one year in prison or with not more than 10 million won (US\$10 thousand) in fines.

For more information, please send an e-mail to jessy11@kicac.go.kr

8. Implementing 'the Recall Act'

In May 2007, the **Recall Act took effect** to allow voters to **oust governors, mayors or local council members** who engaged in corrupt practices, negligence of duties or power abuse.

Petitions for the recall of mayors and governors must be signed by more than 10 percent of local residents; 15 percent in the case of ward and county chiefs; and 20 percent for local legislators. Local leaders would be recalled if over 50 percent of residents, based on a quorum of one-third or more, vote against them.

For more information, please send an e-mail to jessy11@kicac.go.kr

9. Prohibiting the deduction of bribe payments

Korean tax legislation was amended last February to expressly **prohibit the deduction of bribe payments**. The amended Enforcement Decrees of Income Tax Act and Corporate Tax Act stipulate "bribes" pursuant to the Criminal Act and "bribes, non-pecuniary assets, and economic advantage under the "Act on Preventing Bribery of Foreign Public Officials in International Business Transactions" as non tax-deductible.

For more information, please send an e-mail to jamty@mofe.go.kr

10. Expanding the scope of the Securities-related Class Action Act

Starting in January 2007, the scope of the **Securities-related Class Action Act** has been expanded to include **all listed companies**. Formerly, the Act had been in effect against companies with assets of at least 2 trillion won (US\$1.67 billion).

The Act allows **small investors** to file for damages caused by fraudulent accounting, false disclosure, and stock price manipulation. Under this Act, all investors are eligible for compensation when one of them wins a lawsuit.

For more information, please send an e-mail to jeonpro@moj.go.kr

11. The Korean Pact on Anti-Corruption and Transparency

The Korean Pact on Anti-Corruption and Transparency or **K-PACT** was signed by (39) representatives of political, public, private and civil society sectors on March 9, 2005. Proposed by civil society groups of Korea, the Pact is a common pledge of Korean society to overcome corruption and advance towards a transparent society through voluntary partnership. It was adopted by additional sectors including the finance, education, and social welfare sectors, and is being expanded into diverse areas and regions.

On March 23, 2007, Korea's **five major economic associations** announced the Business Sector Action Plan for K-PACT Implementation 2007. They vowed to faithfully implement the Action Plan, which stresses ethical management, transparent management and corporate social responsibility.

** Five economic organizations: the Federation of Korean Industries (FKI), the Korean Chamber of Commerce and Industry (KCCI), the Korea International Trade Association (KITA), the Korea Federation of Small and Medium Businesses (KFSB) and the Korea Employers Association (KEA)*

As of August 2007, the K-PACT has been endorsed by **10** central government agencies, **18** public corporations, and **14** local governments.

For more information, please see the website <http://pact.or.kr>

LUXEMBOURG

Le programme gouvernemental d'août 2004 prévoit dans son chapitre consacré à la réforme administrative que *« le Gouvernement poursuivra le mouvement de réforme et de modernisation de l'administration, en responsabilisant davantage les ministères et administrations, sachant bien que ce processus constitue une action de tous les instants et de longue haleine qui requiert la collaboration de tous les acteurs concernés, y compris les usagers du service public. Il hâtera les travaux de mise en œuvre en ce qui concerne l'informatisation des services publics et l'administration électronique. »*

C'est ainsi que le plan directeur de la gouvernance électronique constitue, depuis son adoption par le Gouvernement en Conseil le 29 avril 2005, l'élément de référence sur lequel se base le volet de la gouvernance électronique⁴. Ainsi, dans son introduction, il énonce : *« La gouvernance publique s'inscrit dans un cadre plus large qui est celui de la modernisation de l'Etat et englobera notamment des mesures de standardisation, de mise en œuvre de moyens technologiques, de refonte organisationnelle et de réforme administrative »*. Le plan d'action y afférent, présenté le 13 juin 2005, constitue désormais un document évolutif qui regroupe différents types de projets et qui vise en ultime de créer une administration plus efficiente et plus efficace via l'optimisation des processus organisationnels, ainsi que d'augmenter la qualité et l'efficacité des services offerts aux citoyens et aux entreprises.

En matière de réforme administrative, le plan d'action, adopté par le Gouvernement en conseil dans sa séance du 11 mai 2007, regroupe les différents chantiers de la réforme administrative et contient principalement des initiatives pouvant être inscrites dans le cadre de la promotion de la culture qualité dans l'administration publique. Dans la mesure où ces initiatives développent les facteurs destinés à contribuer à l'amélioration de la qualité et à la performance de l'organisation, elles accompagnent et soutiennent le mouvement de modernisation de l'Etat, tout en fondant et respectant les principes d'une bonne gouvernance publique.

I. Les initiatives phares en matière de gouvernance électronique

1. Domaine d'action : Organisation et gestion

Ce domaine couvre l'ensemble des projets back office qui mettent en place, à l'aide des technologies de l'information et de la communication (TIC), des nouvelles manières de s'organiser ou de travailler. Il vise un fonctionnement plus efficient, plus efficace et plus transparent des administrations. Dans le contexte du domaine d'action « Organisation et gestion » du Plan directeur de la gouvernance électronique, un programme nommé QUAPITAL (**Qualité des projets d'implémentation des Technologies de l'information et des communications dans l'Administration luxembourgeoise**), a été mis en place et qui a comme objectif principal la professionnalisation de la gestion de projets dans le secteur public luxembourgeois, en d'autres mots de créer une « culture projet » auprès de l'Etat.

⁴ « Ensemble des mesures ou décisions qui contribuent à définir le cadre dans lequel évoluent la société du savoir, l'administration électronique et plus généralement les TIC », in *Plan directeur de la Gouvernance électronique*.

2. *Projet identifiant unique*

La mise en place d'un identifiant unique pour les personnes physiques et morales s'impose à maints égards. L'identifiant unique est le préalable de nombreuses simplifications administratives dont notamment le commerce électronique, la centrale des bilans, l'échange et le partage de données entre administrations, la simplification administrative en tant que telle ainsi que la mise en œuvre d'une administration moderne et efficace conformes aux normes actuellement en vigueur.

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

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.

b) *Projet : GED Pilote SIDOC*

Le projet GED Pilote SIDOC est étroitement lié au projet GED Standards. Il vise la réalisation - sur base des standards définis dans le projet GED Standards et pour les besoins du Ministère de la Fonction publique et de la Réforme administrative (MFRA), de l'Administration du personnel de l'Etat (APE) et de l'Institut national d'administration publique (INAP) - d'un pilote GED qui a comme fonctions, d'une part, de tester, de valider, d'adapter et de compléter les standards définis et, d'autre part, de fournir comme résultat une solution productive qui puisse être une base facilement réutilisable par la suite dans les autres projets GED de l'Etat.

4. *Programme : eSanté*

Depuis 2005, le Service eLuxembourg assiste le Ministère de la Santé dans l'élaboration d'un plan stratégique, appelé le plan d'action eSanté.

Afin de contribuer à l'amélioration de la qualité et de la performance des soins de santé, de mieux maîtriser l'évolution des dépenses de santé mais aussi en vue de promouvoir une meilleure éducation à la santé, il est ainsi proposé de mettre en œuvre ces objectifs sur base d'une plate-forme télématique commune et de standards d'interopérabilité, notamment à travers par exemple d'un échange sécurisé de données de santé, la prescription électronique, l'accès aux données de santé par le biais d'une carte patient et d'une carte pour professionnels, d'un dossier électronique des données de santé essentielles du citoyen, la mise en place d'un portail santé ou encore la facturation électronique des prestations de santé.

5. *Programme : Support organisationnel des administrations*

L'unité « Support organisationnel des administrations » a été créée avec comme objectif de mettre à disposition des administrations et organismes publics une cellule spécialisée en « Organisation » pour coordonner et accompagner les projets de refonte organisationnelle. L'unité « Support organisationnel des Administrations » du Service eLuxembourg a comme vocation de sensibiliser et motiver les ministères, administrations et autres organismes publics à mieux cerner leurs procédures sur les services souhaités par les citoyens et les entreprises. Il relève de la responsabilité de cette unité d'accompagner les organismes publics dans la coordination et la réalisation de leurs actions de simplification administrative structurelles.

6. Programme : Bureaux d'assistance

Bien que le principe de base des bureaux d'assistance soit resté le même, à savoir la prise en charge de l'utilisateur dès le premier contact physique avec l'administration et l'accompagnement des citoyens dans ses démarches administratives, le concept a néanmoins été redéfini et vise aujourd'hui de façon plus poussée l'intégration et l'utilisation des nouvelles technologies de l'information et de la communication. Néanmoins, bien que les nouvelles technologies de l'information et de la communication constituent un levier essentiel pour fournir des services publics plus efficaces et de meilleure qualité, pour réduire les délais d'attente des usagers, améliorer la transparence et la responsabilité des services, un accueil physique offrant une assistance humaine qualifiée reste indispensable. L'évolution future préconisée poursuivra dorénavant une approche « multi-canal » en laissant participer tous les membres de la société à la vie publique via le moyen de communication désiré (téléphone, internet, accueil physique), et en permettant ainsi à tout le monde de profiter effectivement des informations et services mis à disposition.

7. Autres projets d'organisation et de gestion

a) Projet : Autorisations d'établissement

Ce projet prend en charge le volet « back-office » d'une des principales autorisations de base en vue de la création d'une entreprise.

b) Projet : Audit applications MNHN

Le Musée National d'Histoire Naturelle (MNHN) dispose ou héberge à l'heure actuelle 36 applications Internet se basant sur des techniques « hardware » ou « software » différentes et relevant toutes de ses domaines d'activités : présentations générales, activités pédagogiques, communauté scientifique en ligne, etc.

Le Service eLuxembourg a aidé le MNHN à faire un état des lieux précis des applications actuellement à sa disposition et savoir si celles-ci sont adaptées à son métier. Dans un deuxième temps le MNHN souhaite voir introduire dans la mesure du possible, une architecture technique normalisée, une standardisation des outils techniques, des standards de développements et une ligne de publication cohérente, etc.

c) Projet : Fiches d'hébergement

Le projet de loi sur le contrôle des voyageurs dans les établissements d'hébergement prévoit une fiche électronique en parallèle à la fiche papier actuellement en vigueur. Dans le cadre de ce projet de loi, la Police grand-ducale en partenariat avec le STATEC, le service eLuxembourg et le Centre Informatique de l'Etat, a initié un projet d'étude. Cette étude vise à analyser et à concevoir un outil permettant de collecter et d'archiver les fiches d'hébergement à produire par les établissements d'hébergement et de les distribuer aux autorités compétentes suivant leurs droits.

d) Projet : Gestion intégrée du contrôle médico-sportif

Le Service Médico-Sportif, responsable de l'encadrement médical des sportifs au Luxembourg a été assisté par le Service eLuxembourg pour la mise en production d'un système d'informations et à assurer le déploiement de la solution dans les différents centres d'examen.

e) **Projet : Système d'inventaire du Service des Sites et Monuments Nationaux (SIMONA)**

Le système d'inventaire SIMONA est destiné à gérer l'ensemble des fiches signalétiques relatives aux fonds patrimoniaux recensés par le Service des Sites et Monuments Nationaux. Le service eLuxembourg assiste le service des Sites et des Monuments Nationaux dans le cadre de la définition des besoins des utilisateurs et le suivi des développements qui ont été finalisés en 2006.

8. **Domaine d'action : Contenu et services**

a) **Programme : Présence Internet**

- Assurance qualité

Différentes procédures « Assurance qualité », applications concrètes de la démarche de conception définie dans le cadre de la charte de normalisation version 2 de la présence sur Internet de l'Etat, ont été mises en place tout au long du cycle de vie des projets web. Ces procédures « Assurance qualité » renvoient à des étapes clé d'un site ou d'un portail web telles que p.ex. la définition d'une architecture informationnelle, la conception du maquetage fonctionnel et du « storyboarding », la réalisation du design graphique ou la validation finale avant la mise en ligne.

b) **www.luxembourg.lu et Charte 2**

- **Projet : www.luxembourg.lu** : portail très généraliste qui vise à rendre accessible toutes les informations pertinentes sur le Luxembourg et de présenter ainsi les différentes facettes qui constituent la diversité du pays, de promouvoir le Luxembourg en communiquant une image de marque valorisante et d'aiguiller l'internaute vers les principaux portails et sites du Luxembourg.
- **Projet : Charte 2** : La Version 2 de la Charte de normalisation de la présence sur Internet de l'Etat s'inscrit dans la logique des travaux déjà menés en matière de normalisation dans le domaine web depuis 2000.

Accompagnement des projets Internet

Les activités d'accompagnement des projets Internet des ministères et administrations se poursuivent à travers l'élaboration d'un concept et d'une architecture d'information pour les sites, l'assistance au niveau de la gestion du projet, le développement des maquettes graphiques, des conseils fonctionnels et ergonomiques, l'application des critères qualité définis par la charte de normalisation ou encore des formations.

9. **Le programme « Guichet Unique »**

S'adressant à la fois aux citoyens et aux entreprises, le « Guichet unique » se définit comme un espace virtuel unifié visant notamment les principaux objectifs suivants :

- offrir à l'utilisateur (entreprise ou citoyen) un catalogue structuré de l'ensemble des démarches qui le lient aux différentes administrations,

- donner un accès simplifié et transparent aux informations et aux services publics suivant le point de vue et la logique de l'utilisateur,
- permettre à l'utilisateur à tout moment le suivi de l'état d'avancement de l'ensemble de ses démarches en cours.

a) Projet : Public Service Framework

Le Service eLuxembourg a élaboré les spécifications de ce projet d'infrastructure qui devrait couvrir les fonctionnalités génériques, communes à l'ensemble des assistants virtuels de service :

- dictionnaire des données, formulaires et pages de dialogues,
- édition des règles métier,
- coffre-fort des données personnelles des utilisateurs WEB,
- gestion de dialogues WEB de saisie des événements déclarés,
- génération des dossiers d'affaires,
- signature électronique et dépôt des dossiers,
-

b) Projet : Architecture informationnelle du Portail Guichet unique des citoyens

A l'instar du portail « entreprises.lu », le portail des citoyens constituera un référentiel informationnel des démarches du citoyen. Il sera organisé suivant deux axes, à savoir les situations de vie du citoyen ainsi que les rubriques thématiques.

c) L'intégration des services dans le Guichet unique

- Projet : GU - Assistant de création d'une entreprise

Une cartographie générale a été réalisée et a permis d'identifier les 13 administrations concernées par les autorisations de base et techniques liées à la création d'une entreprise. Un plan d'action a été élaboré qui prévoit la mise en ligne du service en automne 2007.

- Projet : GU – Assistant de déclaration de postes vacants

Ce projet, initié fin 2005, a permis de modéliser au cours de 2006 le processus d'échange d'informations entre l'Administration de l'Emploi et les employeurs en vue de la configuration du Guichet unique.

- Projet : GU – Assistant de déclaration d'une naissance

Au cours de l'année 2006, une cartographie générale a été dressée qui reprend l'ensemble des processus déclenchés par la naissance d'un enfant. Le groupe de travail qui a réuni entre autres des représentants des communes et de la Caisse nationale des prestations familiales, a décidé de considérer les demandes d'allocations familiales comme projet pilote du Guichet unique - volet citoyens.

10. Portails

a) Projet : Portail santé

Le portail santé est un projet initié par le Ministère de la Santé qui s'inscrit dans le cadre de l'implémentation du plan d'action eSanté.

Le portail fournira un ensemble d'informations autour de la santé aux citoyens et aux professionnels du secteur. L'implémentation du portail santé sera progressive.

b) Projet : Portail sport

L'objectif du projet est de présenter au grand public un portail thématique sur le sport et son organisation. Le portail se compose de plusieurs rubriques portant par exemple sur les actualités et l'agenda des manifestations sportives, les infrastructures sportives, le sport de compétition ou encore les aides destinées au développement et à la promotion du sport luxembourgeoise, etc.

c) Projet : Portail bénévolat

Le projet du portail du bénévolat a été initié par le Ministère de la Famille et de l'Intégration. Les objectifs du portail du bénévolat sont de proposer une plate-forme unique et fédératrice de tous les services pour soutenir les associations et les bénévoles dans le cadre de leur travail, de fournir des outils de travail à la fois aux structures d'appui du secteur associatif et aux associations, de renforcer la coopération entre les structures d'appui au secteur associatif, ainsi que de faciliter l'engagement bénévole.

d) Projet : Portail logement

Le portail logement est un site grand public qui a comme but de regrouper toutes les informations relatives à la thématique du logement.

Etant donné la vocation « grand public » du portail logement, il contiendra des informations relatives à toutes les thématiques relatives au logement.

e) Portail « Luxsenior »

La vocation du Portail Luxsenior, projet réalisé par le Ministère de la Famille et de l'Intégration, est d'offrir un éventail complet d'informations susceptibles d'intéresser les seniors, tels que les loisirs, la santé, le life-long learning, etc.

f) Projet : Infrastructure nationale de données spatiales

De plus en plus d'administrations gèrent des données avec un contexte spatial. A ce sujet beaucoup d'entre elles se dotent également d'outils spécifiques, à savoir un système d'information géographique (SIG). D'autres administrations rechignent encore devant ce choix. Pour faciliter l'échange de géodonnées et pour mieux utiliser les géodonnées qui existent à différents niveaux, il a semblé opportun de développer une solution aussi générale que possible pour mieux organiser la diffusion de géodonnées en interne à l'Etat et auprès des utilisateurs externes.

g) Projet : Application newsletter

La plupart des sites et portails Internet proposent le service de la newsletter. Néanmoins, un grand nombre de responsables de site/portail estiment que les fonctionnalités de la solution newsletter actuelle ne sont plus satisfaisantes par manque de fonctionnalités, de personnalisation ainsi que de qualité et de sérieux. A cet effet, une analyse des besoins a abouti à un catalogue de fonctionnalités nécessaires ou utiles qui a servi à l'établissement d'un cahier des charges pour l'analyse du marché des solutions existantes.

h) Projet : Portail 112

Le projet du portail 112.lu a été finalisé. Le portail contient, entre autres, des explications sur les numéros d'urgence et les plans d'urgence, des informations sur les services de garde, des explications sur l'organisation des services de secours (Etat, communes, bénévoles,...), etc.

i) Projet : Plurio.Net

Plurio.net est un projet de portail culturel transfrontalier de la Grande Région (Lorraine, Luxembourg, Wallonie, Rhénanie-Palatinat et Sarre). Ce projet, soutenu par l'Union Européenne dans le cadre du programme Interreg IIC (Opération Cadre Régionale e-Bird) associe 17 partenaires représentant des organisations publiques régionales (ministères, administrations de la culture...) des six entités politiques de la Grande Région. Il consiste à mutualiser un ensemble de bases de données et à organiser la circulation des informations des différents partenaires publics et opérateurs culturels de ce territoire.

j) Projet : Système d'agenda

Plusieurs portails thématiques ont pour dénominateur commun la mise à disposition d'un système d'agenda. Dans ce cadre, le Service eLuxembourg propose d'entreprendre la mise en œuvre d'un système d'agenda destiné à être intégré à différents portails thématiques et institutionnels nécessitant la mise en ligne d'un tel système.

11. Domaine d'action : Technologie et infrastructure

a) Projet : « Internetstufen »

L'Etat poursuit le subventionnement de la création de télécentres dans les communes.

Au vu d'une couverture importante de l'accès à Internet au niveau des ménages, le rôle des télécentres évolue fortement vers la formation et la sensibilisation des citoyens.

Le Service eLuxembourg envisage ainsi d'utiliser les « Internetstufen » pour consulter les citoyens en matière de Guichet unique et pour promouvoir ce nouveau moyen de communication avec les administrations.

12. *Domaine d'action : Education et formation*

a) *Projet : ECDL*

L'Etat continue la promotion et la formation à l'utilisation de l'informatique. Les contenus de formation et le matériel didactique élaborés sur base du référentiel ECDL (European Computer Driving Licence) mène à une certification internationale reconnue. A ce moment, les écoles, Internetstufen et Centres de formation auront été agréés « centres de test ECDL ».

Le Service eLuxembourg a également donné son support pour le développement du site internet www.ecdl.lu.

13. *Domaine d'action*

a) *Public Key Infrastructure (PKI)*

LuxTrust S.A. a été créée en vue de mettre en place une plate-forme de certification électronique permettant d'assurer un haut niveau de sécurité et de confidentialité, notamment par la création d'une signature électronique.

En associant l'Etat et le secteur privé dès le départ à ce projet, le Luxembourg a fait un pas important par rapport à d'autres pays qui connaissent des infrastructures du même genre, mais qui sont majoritairement basées sur des initiatives du secteur privé et donc souvent incompatibles entre elles.

Les applications de la Gouvernance électronique peuvent bénéficier des services LuxTrust à partir de printemps 2007 en vue d'une authentification des utilisateurs du Guichet unique et d'un dépôt électronique de dossiers d'affaires.

II. *Les projets en matière de réforme administrative*

1. *La diffusion et l'accompagnement méthodologique du modèle d'auto-évaluation des fonctions publiques (CAF, « Common Assessment Framework »)*

Le Programme CAF, basé sur le modèle européen de même nom, comporte des actions de sensibilisation, de préparation, de soutien et de coordination destinées à faciliter et à garantir le bon déroulement d'auto-évaluations dans les départements ministériels, administrations et services de l'Etat luxembourgeois. A l'heure actuelle, sept entités administratives ont défini, suite à l'auto-évaluation, des plans d'amélioration au cours de l'année 2006 et se sont engagées dans la mise en œuvre d'actions d'amélioration, tandis que quatre entités administratives sont dans la phase de réalisation de l'auto-évaluation.

2. *Réalisation d'un sondage d'opinion publique destiné à rendre compte de l'image globale de la fonction publique*

Pour assurer l'adéquation permanente de l'administration publique aux besoins de la société, l'amélioration constante de la qualité des services offerts et l'adaptation continuelle de la qualité de la gestion, il faut connaître, d'un côté, les besoins et, d'un autre côté, la satisfaction des citoyens, bénéficiaires de services à fournir ou fournis.

Le projet de sondage d'opinion publique est mené au cours de l'année 2007 par les services du Ministère de la Fonction publique et de la Réforme administrative en étroite collaboration avec le Service information et presse et le STATEC.

3. *Elaboration de lignes de conduite d'enquêtes de satisfaction des usagers dans les administrations et services de l'Etat*

La mesure de la satisfaction des usagers est devenue une condition importante sinon nécessaire à toute démarche d'amélioration de la qualité et de modernisation des services publics dans laquelle elle doit s'intégrer. C'est ainsi, dans une société qui devient de plus en plus exigeante, que la satisfaction de l'utilisateur – et de fait sa mesure – devient enfin une priorité et l'aiguillon de la modernisation des services publics.

C'est dans le cadre des activités de réforme administrative que le Ministère de la Fonction publique et de la Réforme administrative a décidé d'élaborer, en partenariat avec le Centre de recherche public Henri Tudor (CRP-HT) une méthodologie de mise en œuvre d'enquêtes de satisfaction au sein des administrations publiques luxembourgeoises.

4. *Définition d'un cadre éthique de la fonction publique sous forme de 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 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.

5. *Développement d'un cadre générique et méthodologique de mise en place de chartes d'accueil*

A partir de la méthodologie de la charte Marianne appliquée dans les services publics français et des lignes de conduite européennes en matière de charte qualité des services publics (« citizen charter »), une charte d'accueil prototype adaptée au contexte luxembourgeois est développée par les services du Ministère de la Fonction publique et de la Réforme administrative ensemble avec l'un ou l'autre service de l'Etat plus particulièrement intéressé.

Tout comme l'auto-évaluation et les enquêtes de satisfaction, la charte de bonne conduite en matière d'accueil est appelée à s'inscrire dans la démarche d'amélioration continue de l'administration.

6. *Mise en œuvre des entretiens de développement professionnel*

Le but poursuivi par les entretiens de développement professionnel est d'améliorer de manière progressive et continue la qualité de la gestion du personnel, adaptée à un environnement professionnel qui se caractérise par l'évolution rapide des connaissances et des innovations technologiques.

La mise en œuvre professionnelle de ces entretiens permet de développer la communication au sein des administrations ainsi que l'expertise et les compétences de l'employé. Ils peuvent en outre devenir un instrument important pour introduire une gestion des ressources humaines plus moderne et plus motivante.

C'est ainsi que le Ministère de la Fonction publique et de la Réforme administrative assume dans ce contexte un rôle de soutien et de facilitateur.

Les entretiens sont d'abord introduits sous forme de projets pilotes dans un nombre limité de départements ministériels, d'administrations et de services de l'Etat. Les projets pilotes serviront à adapter le modèle développé aux besoins constatés sur le terrain et tiendront compte des observations faites par les chefs et les agents, avant que les entretiens ne soient lancés dans l'ensemble des organismes publics.

7. *Définition de plans de formation*

Ce projet vise la mise en place d'une démarche proposant des formations qui répondent de façon précise aux besoins et aux demandes de formation spécifique des administrations et services de l'Etat.

L'identification et l'analyse des besoins de formation constituent une étape préalable à la construction de plans de formation, dont l'objectif est de dresser l'inventaire des problèmes à résoudre et des objectifs à atteindre par les moyens de la formation professionnelle continue.

Dans cet ordre d'idées, l'Institut national d'administration publique (INAP) a développé, en collaboration étroite avec une société externe et avec un échantillon représentatif de délégué/e/s à la formation, une méthode permettant aux administrations publiques de mieux pouvoir détecter, identifier et analyser les besoins de formation continue et de pouvoir les regrouper dans des plans de formation.

8. *Renforcement des compétences comportementales, sociales et relationnelles des agents de l'Etat*

Dans sa recommandation numéro 18 relative au bon fonctionnement des administrations et autres services publics, le Médiateur a relevé un certain nombre de faiblesses et d'insuffisances au niveau du fonctionnement de l'administration publique, notamment dans le domaine portant sur le contact direct des agents avec le public.

Le plan d'action mis en œuvre dans ce contexte propose des actions d'amélioration tant au niveau du recrutement – prise en compte de dispositions psychologiques – que de la formation initiale et continue – programmes de développement des compétences sociales et relationnelles. Ainsi, trois types d'initiatives seront principalement mises en œuvre :

- les mesures de renforcement de la détection des facteurs psychologiques de comportement et de sociabilité proposées dans le processus de recrutement,
- le développement des compétences sociales et relationnelles des futurs fonctionnaires pendant la période de stage,
- le perfectionnement des compétences sociales et relationnelles dans le cadre de la formation continue.

9. *Organisation du télétravail*

Le télétravail est du point de vue juridique une notion nouvelle qui englobe « un nouveau domaine aux contours vagues. » C'est la raison pour laquelle le Gouvernement a adopté une approche prudente et pour laquelle il est particulièrement soucieux que la mise en œuvre des pratiques de travail peu familières ne se fasse pas aux dépens de la sécurité de l'emploi, de l'égalité de traitement, de la vie privée, de la santé et des droits et des devoirs des fonctionnaires et employés de l'Etat.

Les conclusions du groupe de travail mis en place pour étudier les conditions d'introduction du télétravail seront prochainement soumises à l'approbation du Gouvernement en conseil. Suivant les recommandations arrêtées, le télétravail pourra dès lors être introduit sous forme de projets pilotes dans plusieurs ministères, administrations et services de l'Etat intéressés avant d'être introduit de manière générale.

10. *Les bureaux d'assistance destinés à faciliter aux usagers leurs démarches administratives*

Les projets de développement de l'offre de services des bureaux d'assistance concernent la coopération entre les Bureaux d'assistance et les ministères, administrations et services de l'Etat en vue d'étendre la palette des services, le support téléphonique aux utilisateurs des services en ligne proposés à travers le « Guichet unique » virtuel, la maintenance et l'évolution de l'ensemble des outils informatiques de support tels que le catalogue électronique des formulaires officiels.

11. *L'accueil téléphonique au niveau général (numéro vert) et au sein des administrations et services*

Les actions préconisées dans la suite visent toutes l'amélioration de la qualité de l'accueil téléphonique, que ce soit par la mise en place et l'évolution du dispositif technique que par la disponibilité requise des agents. En conséquence, les objectifs peuvent être résumés ainsi :

- contribuer à une meilleure accessibilité des agents gestionnaires de dossiers,
- contribuer à développer le fonctionnement technique optimal des dispositifs téléphoniques,
- assurer les formations nécessaires,
- contribuer à l'amélioration de l'accueil de l'utilisateur-citoyen.

Il est prévu de mettre en place un groupe de travail qui aura pour mission de définir des lignes de conduite en matière d'accueil téléphonique en général, et d'accompagner l'évolution du numéro vert en particulier. Des projets d'amélioration de l'accueil téléphonique seront réalisés moyennant un projet-pilote commun des deux départements de l'Education nationale et de la Formation professionnelle, ainsi que du Ministère de la Fonction publique et de la Réforme administrative.

III. Liens

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

<http://www.eluxembourg.lu/>

MEXICO

The Mexican Federal Government's Electoral Shield

The Mexican Federal Government's Electoral Shield Program conducts activities to prevent the use of public funds for partisan political purposes in electoral processes. It is a response to society's growing concern about the risk of improper use of government funds to support parties or candidates, and was created by a resolution of the eleventh session of the Inter-Secretarial Commission on Transparency and Combating Corruption (CITCC for its initials in Spanish), held on November 7, 2005.

A foundation for this resolution was established by the Bases for Cooperation signed by 9 cabinet secretaries in May 2003, for the purpose of providing for prompt, effective handling of citizens' reports of possible electoral violations.

Among the actions that resulted from the Bases for Cooperation were the following:

- A brochure entitled "ABC for Public Officials for Elections", of which more than 2 million copies were printed and distributed.
- A virtual training course for public officials.
- Television programs to provide training on the prevention of electoral violations, create a culture to report them, and promote voting.
- Cooperative agreements with the private and social sectors, international agencies, public institutions and state governments to give transparency to the use of funds and oversee the application of social programs.

In 2006, the program included 237 institutions of the Federal Executive Branch, which committed to goals for working in 16 activities related to internal control, transparency, and publicity. These were followed on a monthly basis through reports to the CITCC, and were supervised by the Internal Control Organisms, with the following results:

Internal Control Activities	% of Execution
Monitoring compliance with work schedules	99.58
Monitoring use of the vehicle fleet	99.16
Monitoring use of buildings	99.16
Monitoring use of machinery and equipment	97.90
Monitoring application of the budget	97.90
Monitoring publicity campaigns (works, campaigns, etc.)	91.18
Monitoring publicity campaigns (public officials)	91.18
Monitoring publicity campaigns (declarations)	90.34
Generating regulatory instruments	81.09
Average for the 237 institutions	94.16

Transparency and Publicity Activities	% of Execution
Distribution of the ABC for Public Officials	97.90
Training on the Electoral Shield	96.64
Complaint mailboxes	96.64
Publicity about ways to present complaints and reports	96.22
Publication of information	89.92
Internet page	80.25
Publicity forums	41.60
Average for the 237 instituciones	85.59

In addition, preventive activities were established in 58 institutions that allot funds to social programs, with 96.08% of execution.

The overall result of the program's variables produced the Electoral Shield Indicator (ESI), which gave an outstanding rating of 91 per cent execution of the goals established by the institutions.

The program appears in the web page www.programaanticorruptcion.gob.mx, which includes forms, follow-up and results of the institutions' activities and overall, in general, information and links on this subject within the Federal Executive Branch.

The above platform and activities are being maintained in 2007, with the addition of new features:

- A permanent program.
- Joint activities with the State Governments.
- Prevention, follow-up and sanctions for crimes and administrative violations.
- A Federation-State Agreement in the 14 states where elections will be held this year.
- Signing of the Agreement on Inter-Institutional Bases regarding the Electoral Shield by the 30 institutions that comprise the CITCC.

For further information please contact:

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NORWAY

1) The Government's Citizen Conference 2007

The first Norwegian Government's Citizen's Conference, was held on the 20th of March 2007. Almost 150 participants spent a whole day discussing:

- Concrete measures on how the public sector can be more user-friendly and tailored and more inclusive in the policymaking processes
- What kind of adjustments can be done within the public sector in order of being more user-friendly and more inclusive

Most of the participants were citizens, but some of them were civil servants and representatives from the unions at the central level.

The citizens were all individuals that had shown local engagement in different ways, and they were invited to discuss three major themes at the conference:

- Welfare
- Years of growth
- Education

The participants were divided into 20 groups, and they did discuss five different subjects. The groups did circulate four times, and every time they did circulate, the groups were reorganised. The method used is called "The Café Table Method".

In addition to this, the participants made two so-called "Mindmaps". (When making "Mindmaps", the participants spontaneous put down headwords on a wallpaper, but connected to a set subject.)

The output from the conference is recorded in a report (in Norwegian only), and The Ministry of Government Administration and Reform are now working with the follow-up of the conference.

This conference is one of many others measures in the Governments work on Putting citizen's first. The Ministry will use the report from the conference when working with general guidelines on how to make the Public Sector more open and inclusive.

For further information, please contact:

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2) New Directorate for issues related to public management and information technology

In June this year the Norwegian parliament decided to close down the state owned company Statskonsult which specialized in public management issues. Instead the government is now establishing a Directorate for public management and information technology that is going to be fully operational from the 1 of January 2008. The directorate will strengthen the governments ability to implement policies on important issues such as renewal of the state sector and information technology.

In 2006 the Government evaluated the transformation of Statskonsult to a state owned company in 2003/2004. The evaluation showed that the transformation was costly, and that there was several negative consequences for the government of organising this activity as a state owned consultancy company. There was a concern that this hampered focus on more strategic and long-term challenges, and that it hampered learning across ministries.

The new the directorate will have about 100 employees, and consist of employees from:

- The former state owned company Statskonsult Ltd.,
- The former state agency Norway.no (which primary task is to develop and maintain a gateway to the public sector in Norway)
- The Electronic Public Procurement Portal wich so far has been a part of the Government Administration Services (a Norwegian government agency)

There will also be transferred tasks and resources from the Ministry of Government Administration and Reform.

The new directorate shall secure in-house competence on important fields such as:

- Administrative restructuring, institution building
- Public administration reform and reform strategies
- Leadership development
- Human resources development, civil service training
- Information technology/e-government
- Communication strategies
- Electronic public procurement and other questions related to public procurement

The directorate will be funded by government grants.

For further information, please contact:

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POLAND

“Friendly local government offices 2006” competition and its winners

The main purpose of the contest conducted last year by the Minister of Interior and Administration was identification of the best practices in local governments in the field of efficient and oriented customers services provided by the local public administration. After completion of the contest the Minister of Interior and Administration handed out a CD-ROM inclosing the best practices handbook (in area of organization management) of the awarded local governments.

Most of the practices focused on such topics like: improving the customers services (more than 40% of all contests motions), new IT solutions for better cooperation inside the town hall departments, development of information policies and social participation.

From the number of 79 participants the Minister of Interior and Administration rewarded 4 of them in the following categories:

- rural communes, Lesznowola for the project “IT System Supporting Local Spatial Development Plans including an Interactive Internet Presentation System”,
- small cities, Gostyń for the project “Outsourcing in the office – efficient and cheap administration”,
- big cities, Rybnik for the project “Rybnik Spatial Information System (RSIS)”
- counties, Poddębicki for the project “Friendly administration – informatization of self-government offices in the Poddębicki Powiat”.

The description of the winning projects are given below.

PRIZEWINNER		RURAL COMMUNES	
LESZNOWOLA	Mazowieckie Voivodship	Population: 14,600 inhabitants	
Management solution title	IT System Supporting Local Spatial Development Plans including an Interactive Internet Presentation System (on the Internet site www.lesznowola.waw.pl)		
Management area	Organization and operation of the office		
Description	The digital spatial development plan of the Lesznowola Commune constitutes an improvement of services provided to the Inhabitants and the Investors, as well as improvement of Office’s work within the scope of spatial planning. The solution allows to improve quality of services provided to the inhabitants in the area of:		

	- instant information about establishment of valid local plans; - fast preparation of extracts and map extracts from plans; - easy search for territories with assigned functions; - efficient update of real estate divisions. When using the Internet site of the office, the inhabitants and the investors can familiarize themselves with the contents of local plans – text and graphics, search for territories with anticipated use, which considerably facilitates location of a new investment.
Innovation	The innovativeness of the solution consist both in the objective scope – a new and unique programme on the market, developed as a pilot programme in cooperation with the Lesznowola Commune Office and the IT lab, and in the executive scope – digitally generated planning documents. An undeniable advantage of the solution consists in permanent access (24/7) to interactive local plans placed on the Internet.
Effects	- Instant search for territories with assigned functions and conditions of development, - Easy access to comprehensive information – contents of the local plan, - Facilitation in the making of decisions about location of an investment undertaking, - Shortening the time necessary to prepare planning documents down to approximately one week (extracts, map extracts and the opinion on consistency of the intention of the investment with the local plan, information about use of the plot of land.)
Costs	Investment costs: Order to develop an IT system: PLN 22.500 thousand +VAT Order to develop an Interactive system for Presentation of Local Plans: PLN 7.500 thousand + VAT Purchase of two color printers (printouts in A3 format): PLN 3 thousand + VAT Operating costs: Order to transfer new local plans to the IT system: PLN 600 – per 1 plan. Current up-date of record data – part time employee responsible for the up-dates: PLN 650 x 12 months = 7,800 thousand per year. Workload of clerks: Analysis of planning resources (14 man-days of work.) Specification of IT system functionality. Participation in content-related preparation of the IT system (16 man-days of work.) User training (7 man-days.)
Contact	Aneta Zielińska, Commune Promotion Inspector. Telephone: 22/757 93 40 do 42, E-mail: prasa@lesznowola.waw.pl
Expert's opinion	A top level solution, facilitating customer support in the area of land management in the commune, which undergoes very intensive transformations in the area of land development. The solution fits the local needs.

PRIZEWINNER		SMALL TOWNS	
GOSTYŃ	Wielkopolskie Voivodship	Population: 28,171 inhabitants	
Title of the management solution	Outsourcing in the office – efficient and cheap administration		
Management area	Organization and operation of the office		
Description	The practice consists in organizational changes implemented in the City Office and singling out from the structures activities, which do not have a direct connection with the administrative function of the commune self-government. The idea consists in transparent purchase of an external service that is consistent with the Public Procurement Act instead of implementing tasks directly by the office. The solution is mainly used for implementation of efficient office management principles and lowering the administrative operating costs.		
Innovation	The innovation of the solution consists in change of the philosophy behind operation of the administration, so that it is no longer necessary to directly involve the employees in execution certain activities or to purchase equipment and devices. Reorganization of the office resulted in drop in the number of employees, which need to be directly supervised and simplification of human resources management. Also use of electronic devices (copy machine, Internet server), which do not require direct supervision, but in case of which it is only necessary to enforce proper procedures, turned out to be more convenient. The owners are responsible for the equipment and in case of a breakdown it is them who are obliged to take immediate actions. Also purchase of transport service instead of administering own vehicles provides more extensive and flexible possibilities.		
Effects	Savings were generated in the amount of approximately PLN 130 thousand per year. Resignation from patterns set throughout years, from using monopolists. Selection of cheaper, modern more efficient solutions. Specific examples of innovative solutions include: - leasing a copy machine instead of buying it, - purchase of cleaning services, instead of employing cleaning ladies - using taxi instead of a company car, - leasing a location for official applications instead of purchasing an Internet server, - purchasing Occupational Health and Safety service, instead of employing a specialist in this field, - concluding an agreement with a law firm for provision of legal services instead of employing a legal counselor, - agreement with a brokerage company instead of handling the matters of commune property insurance, - employing specialized organizations in stead of organizing cultural and sports events independently by the Office.		
Costs	Financial costs were connected with replacement of stamps, plaques, information boards and amounted to approximately PLN 2 thousand and payment of severance pays to employees who lost their jobs – approximately PLN 30 thousand. The workload of clerks connected with management of changes: 65 man-days		

	of work.
Contact	Robert Marcinkowski, Commune Secretary, Telephone: 65 575 21 47, E-mail: rmarcinkowski@um.gostyn.pl
Expert's opinion	The implemented measures show awareness of the assumed objectives and determination to achieve them. At the same time administration was reorganized within its basic scope with the use of process management and certification. The practice shows a determined reaction and reform in response to the found past organizational problems and criticism of the counselors and the public opinion. The generated savings were used to improve the conditions of provision of services. At the same time the office focused on improvement of administrative services through redevelopment of office organization, introduction of a process regulation, ISO certification, renovation of rooms. The generated savings were used to improve the conditions in which the customers are supported. Authors of the solution break the stereotypes assumed in administration units and know how to adapt theoretical assumptions providing assumptions concerning the methods of organization and management to practice.

PRIZEWINNER		LARGE AND MEDIUM-SIZED CITIES	
RYBNIK	Śląskie Voivoshop	Population: 139 873 inhabitant	
Title of the management solution	Rybnik Spatial Information System (RSIS)		
Management area	Organization and operation of the office		
Description	The solution consists in roll out of an integrated city management IT platform in the office. This is a database developed out of many existing records, based on a numerical map, where every layer of the map contains a different type of management information of a spatial dimension, among other: information from the land register, development plans, urban infrastructure, architecture and construction, etc. They can be easily extended. The RSIS allows to integrate data from different existing systems (mapping and databases) and to present them in a form that is simple and coherent for the user. The system supports an Internet browser and simple tool for browsing databases and generating reports. The solution is available on-line to all employees of the office helping them with their work connected with supporting customers and preparing administrative decisions. Most components are also available to the customers on the Internet.		
Innovation	A highly innovative solution, because of the assumption that the Spatial Information System (SIS) shall be the integration ground of all databases in the city. Even though there already is a group of municipal self-governments, which developed their versions of such system, however in most cases these solutions are less sophisticated and they mainly use their systems as tools for city an investment planning, with the assumption that this is a foundation for integration of all databases. The solution is fully integrated with the city management system (all tools available in Poland are used) – which assures comprehensive use of the SIS system and strengthens efficiency of management as such. A particular feature consists in assumption of sharing with the inhabitants over the Internet all data, dissemination of which is not legally restricted. Inhabitants and companies (particularly geodetic companies and investors) were allowed to access 17		

	main groups of subjects presented on 63 layers, from 35 groups of subjects with 275 layers available to the employees of the office. The problem of sharing geodetic maps over the Internet without decreasing the income of the cities (poviats) from sharing maps for design purposes was solved.
Effects	Both employees and the customer of the office benefited from deployment of the system. Shortening service time (in some cases even by half) and faster access to the necessary information enable provision of a more efficient customer service and focus on the content-related aspect of the matter – thus also the inhabitant can benefit by obtaining high quality service in shorter time. The technological solution enables incremental saving of time on the side of the employee and the customer.
Costs	Pilot costs: PLN 248 000. Cost of proper implementation of the comprehensive functionality: PLN 322 000. The costs of preparing digital land-survey maps should be calculated separately.
Contact	Michał Fuchs – Manager of the Spatial Information Systems Department Tel: 0-32 422 30 11, e-mail; informatyka@um.rybnik.pl
Expert's opinion	This is one of model solutions of this type in the country, and it is the most advanced one among the solutions submitted for the competition. In the future all cities and communes in the country shall develop such systems, customized to its needs. Access of clerks to the system considerably shortens the time necessary to review matters lodged by the inhabitants. The applicant presented a broad plan for dissemination, and a model description of the deployment, with indication of possible problems and the method of solving them. It was among other shown how the solution was integrated with the internal organization of the office.

PRIZEWINNER		POVIATS
PODDEBICKI	Łódzkie Voivodship	Population: 42 595 inhabitants
Title of the management solution	Friendly administration – informatization of self-government offices in the Poddębicki Powiat	
Management area	Organization and operation of the office	
Description	The core of the project consists in comprehensive management of the IT system in offices of self-governmental administration and in development of an information society. Electronic documents circulation system was deployed in the Starosty and in 6 Commune Offices of the Poddębicki Powiat within the framework of the project. Moreover conditions were created to support public procurements (e-tenders) and to support the electronic signature in communication with the inhabitants and companies, and 7 Public Internet Access Points were launched (they are located in the City Offices in Poddebice and Uniejów, as well as in the Commune Offices in Pęczniew, Dalików, Wartkowice, Zadzim and in the building of the Starosty in Poddebice.) Also organizational units of these self-governments were included in the documents circulation system. Employees of all 7 offices completed appropriate training. The project shall allow the customers to handle matters in self-governmental offices in a fast and effective way, also over the Internet. Clerks can handle matters that are within their jurisdiction more efficiently – they focus their time and energy on the content-related consideration of the matter without the date access barrier – and the inhabitants have a fast Internet access. In 75% the deployment was	

	financed from the Integrated Regional Operational Programme.
Innovation	Innovativeness of the solution consists in the fact that the all self-government units in the poviare were included in the project, deploying a series of tools in every one of them, thus this is a project that provides a comprehensive solution to the problem of improvement of access to the Internet and improvement of quality of the services provided on the territory of the entire poviare.
Effects	Thanks to such solutions, the inhabitants of all communes of the poviare may electronically lodge an application in their commune office or in the starosty and to monitor the course of handling of their matter by this office. Also transfer of documents from one office to another takes much less time than prior to implementation of the projects. People without access to the Internet, or sometimes even without access to a computer, can use the e-services for free, can obtain information and advice from office employee and thus expand their knowledge and skills. Ever since free Internet access points were launched (end of 2005), on the average nearly 50 persons use it per week in every office. It is estimated that to date less than 10% of poviare self-governments deployed the electronic documents circulation system that enables to independently track the status of the matter, whereas only few from this group have this system integrated with the Public Information Bulletin and an eligible electronic signature, and integration of this system in commune offices on the territory of the poviare and in the units subordinated to the starosty is by far a sensation.
Costs	Investment costs – all 7 offices jointly: PLN 1 982 372.90 Personnel costs – data available only to the Poddębice Starosty – 13 man-days of work (implementation only, without employee trainings.)
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Expert's opinion	A comprehensive and innovative project. However the most distinctive features consists in the ability of the Starosty and all communes in the Poddębice Poviare to cooperate with one another. Joining the forces of several small units is an economic necessity when developing modern IT systems in the public administration. It is worth supporting solutions that promote cooperation and use of new technologies in public administration. With such an integrated approach on the side of several self-governments, there is very high probability of replication of the projects, with the use of European Union resources.

Best practices in public sector management. Public finance and tax administration.

1. Development of guidelines for a more comprehensive control exercised by fiscal, tax and customs authorities to disclose and protect against bribery.

The guidelines will be aimed at improving efficiency of measures related to combating bribery, including bribery of foreign public officials, taken by bodies reporting to the minister competent for public finance.

The initiative of developing such guidelines originated at the Ministry of Finance, during the so-called 2nd phase of the inspection of Poland by the OECD Working Group on combating bribery of foreign public officials in international business transactions, consisting in the inspection of implementation of the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.

The body responsible for the development of these guidelines is the Task Force appointed at the Ministry of Finance to implement recommendations of the OECD Working Group on combating bribery of foreign public officials in international business transactions, adopted on a meeting dated 16-18 January 2007 in Paris.

The project will be concluded during the first half year of 2008.

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2. Amendment to the legislation with the aim to clearly confirm that bribes are not tax-deductible.

In relation to the implementation of the OECD Working Group recommendation that is presented in Chapter D item 5 of the Report adopted at the meeting of the OECD Working Group on Bribery in International Business Transactions in Paris on 16-18 January 2007, as soon as the nearest legislation activities start, steps will be taken aiming at amending the Act on Personal Income Tax (OJ 2000 No. 14, item 176 with subsequent amendments) and the Act on Corporate Income Tax (OJ 2000 No. 54, item 654, with subsequent amendments), in order to introduce in both acts provisions that will contain an express statement that bribes are not deductible expenses. In this way the recommendation of the OECD Working Group regarding expectations that Polish law will be amended to clearly confirm that bribes are not tax-deductible will be implemented.

The project will be concluded till the end of 2008.

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3. Imposing a requirement for auditors to report indications of bribery of public officials to competent law enforcement authorities.

The Accounting Department undertook legislative actions to include in *the draft law on statutory auditors, audit firms and public oversight* a provision requiring auditors to report any indications of bribery of public officials to competent law enforcement authorities. This way the recommendation of point 2.g) of *the Recommendations of the Working Group and Follow-up*, adopted by the OECD Working Group on Combating Bribery of Foreign Public Officials in International Business Transactions at the meeting on 16-18 January 2007 in Paris, will also be met.

The envisaged date of completing the legislative process - end 2007/beginning 2008.

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4. SI*GIIF an IT system

The General Inspector of Financial Information (GIFI) is located in the Ministry of Finance and its task is the fight with money laundering and terrorist financing. The core duty of GIFI is gathering and processing the immense amount of data which flow to GIFI from external financial institutions (called obliged institutions). Having analyzed all inflowing data, GIFI in some justified cases notifies the prosecutor's office on the crime of money laundering or terrorist financing.

The success in the fight of money laundering and terrorist financing is only possible when available data are properly gathered and analysed. To reach that goal GIFI has designed an IT system, called SI*GIIF, which fulfils the above mentioned characteristics.

SI*GIIF was launched in 2004 and since then GIFI and obliged institutions are enabled to cooperate in the field of transferring electronically, in a secure way, all suitable data underlying GIFI's investigations. The transactions mentioned above are sent to GIFI electronically in files, which are signed with qualified electronic signature. The data sent to GIFI are encrypted by the software prepared specially to cooperate with GIFI in the area of transferring the data. The encrypting software has been introduced to obliged institutions free of charge and it has been available from the GIFI's website. To reach the goal of effective data transfer to GIFI there were three channels designed:

- special website
- dedicated e-mail address
- CD, floppy disc

Using the traditional (i.e. paper version) way of data transfer GIFI could never reach such immense number of data to be analysed.

The obliged institutions provide GIFI electronically with data concerning the two types of transactions: threshold transactions (transactions, the value of which exceeds 15 000 EUR) and suspicious ones.

Threshold transactions:

Implementation of the electronic way of data transferring enabled GIFI to deal with huge amount of data that are further stored in GIFI's IT system SI*GIIF. The average number of monthly reports submitted to GIFI in 2006 equalled 2.25 million transactions. As of year-end, this number already exceeded 2.5 million a month.

Suspicious transactions:

In 2006, the obligated institutions submitted 48,229 reports on the executed suspicious transactions, of which:

- reports on the single suspicious transaction – 46,950 (suspicious transaction reports, STR),
- reports on the groups of suspicious transactions / suspicious activity – 1,279 (suspicious activity reports, SAR). At the moment GIFI is working on this category of reports to enable obliged institution to transfer them to the GIFI – also in electronic way.

The reports were submitted in electronic (97.3%) and hard copy (2.7%). In comparison with 2005, the number of SAR from the obligated institutions increased by over 32%, due to the growing number of the obligated institutions and their activity related to counteracting *money laundering* and terrorism financing.

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5. Electronic system of documents circulation-good practice in the Tax Chamber in Zielona Góra

The Director of Tax Chamber in Zielona Góra, as part of the operations intended for improving the unit management implemented new working tool i.e. electronic system of documents circulation.

Good practice will be made based on the computer application „mELODia” that enables to process documents prepared by the Tax Chamber employees **only** electronically.

The work consists in placing the project in the system by individual employees. The employee informs manager by e-mail about placement of the document. After approving the document project the manager informs the Head of Department by e-mail. Similarly the Head of Department informs appropriate Director about the approval.

Any changes made by the superiors in the document prepared by employee are registered by colour granted each user automatically by the program. Moreover any possible comments referring the case handled can be written by the next superior in the field „Comments”.

The print-out of the final version of the document is possible only after approval in the system of the project document by superiors what is visible for the employee.

In order to unify and standardise efficient operation of the electronic system of documents circulations the „*Instruction on electronic preparation of documents referring to the matters analysed in the Tax Chamber in Zielona Góra*” was prepared.

Implementing the system was also preceded by the system of trainings for all employees of the Tax Chamber. The employees were trained with the following operations: registration of documents in the system, registration of changes, creating next versions of documents, signing documents, transferring documents to superiors, approving documents in the system, closing the documents in the system.

It was also necessary to grant approval for each employee of the Tax Chamber.

The implemented program, as a result comments of the system users can be subject to regular modifications. Recently the system has been extended by new module: „Good practice” that enables to report the different units’ employees suggestions of good practice identified in the Tax Chamber.

Moreover the name „mELODia” of electronic documents transfer was selected in the competition organised among the employees of the Tax Chamber in Zielona Góra.

Yet, it is worth emphasising that the electronic documents circulation of documents was positively evaluated by the Tax Chamber employees in Zielona Góra what was confirmed by the results of questionnaire:

- 65% of employees claimed that the electronic system of documents circulation improved the circulation of documents at their working position
- 79% of employees claimed that the system is easy to operate working tool
- 67% of employees would recommend implementing the system of electronic documents circulation as the working tool for other units of tax administration.

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6. The Benchmarking – Benchlearning Group as a Surface of Improvement Quality Standards in Public Administration, for instance the tax office in Sierpc

The Tax Office in Sierpc inspired and idea and established benchmarking and benchlearning group CAF to bring the experience gained in international Quality Conferences in Rotterdam and in Tampere and participation in IOTA activities in Birmingham and also own experience of usage of CAF and ISO to Polish tax administration reality.

The project causes the growth of the office potential thanks to cooperation and not competition.

The effects of good practice:

- improving the quality of the services, introducing the patterns of procedures enabling gaining the best results thanks to:
 - self estimation of the tax offices and comparison of results,
 - collective training, progress and improving the professionalism of the services,
 - the cooperation within the group aiming at experience and good practice exchange,
 - benefiting from the cooperation with the UE countries. Bringing the patterns to Polish reality,
 - learning on the basis of mistakes made by the others to avoid making the same ones;
- the growth of the individual potential without training and elaboration costs;
- gaining the public trust in administration;
- the improvement of satisfaction of customers and employees

The strategic target of good practice.

The growth of the tax offices potential by improving the quality of the services and searching for the patterns of actions enabling gaining the best results of the organization minimizing the costs.

Operating targets:

- establishing the benchmarking- benchlearninging group CAF,
- comparing the processes and exchange of good practices used in the office with the ones used in the offices considered the best in the analysed field,
- collective training, progress and improvement of professionalism of the teams/crews participating in the project,
- collective work on improving procedures/practices,
- finding out and naming the factors improving and impeding innovative processes.

The course of introduction process

Establishing the cooperative group was proceeded by several years of experience of the Tax Office in Sierpc based on using quality system. Numerous visits of representatives of other Polish and UE offices inspired us to create a group which would exchange experience. The experience of different countries presented at IV CQ in Tempere gave us a tool which is a benchmarking- benchlearning group.

The process had following course:

- creating the organizational frames for the enterprise (establishing benchmarking benchlearning group CAF);
- comparing the results of self-evaluation CAF, data and information about the fields being the good sides of the organization as well as the ones requiring improvement;

- comparing the processes and practices used by the other offices belonging to the group that are considered the best in the analysed field;
- collective training process;
- finding out and naming the factors improving and impeding the innovative processes;
- collective training, progress and improvement of professionalism of the engaged crews;
- adaptation of the best practices.

Measuring the success

The success of the group is the development of the individuals taking part in the project as well as increasing the added value produced for the sake of the customers. The results of the project are:

- changes of mentality of the clerks, orientation on cooperation not competition, avoiding treating the customers as object not subjects by the clerks,
- starting the cooperation with the chief officers of communes regarding fast issuance of certificates needed to get the grants from GOPS and MOPS,
- using new and developing the well- known informatics technologies in the customer service,

The measuring tool: public survey checking the satisfaction of the customers as well as the atmosphere and work organization among the employees.

The project is of a pioneer character. It aims at the exchange of experience and practice from different regions and passing the knowledge gained in the assembly of UE countries. The practice shown serves the employees as well as the customers of the offices. It motivates to take the risk of further challenges and building the organization of creative people who live and work according to the values, change their customs and creatively influence their environment.

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7. Large Taxpayer Office of Lubuskie Province

- Registration and record of taxpayers
- Collection of taxes
- Checking bank accounts on which bank transfers are made
- The assurance of safety of financial dealing during the bank transfers realization

- The instruction number I-003/SZJ/ “Checking bank accounts on which bank transfers are made”, was elaborated in Large Taxpayer Office of Lubuskie Province.

It regulates:

1. the procedure of implementation of the new bank account and bank account actualization:
 - chosen to tax rebates;
 - to transfer contribution to The Territorial Self-Government Units
 - low enforcement officer
2. the procedure of implementation for KDW (Amounts To Vivificate) tax rebates order;
3. the procedure of implementation in case of closed bank account

In order to attain the unification of documentation, forms has been created:

- motion for bank account confirmation in case of tax VAT rebates;
- motion for bank account confirmation in case of excess payment;
- motion for information concerning The Territorial Self-Government Units bank account;
- bank account number confirmation for The Territorial Self-Government Units;
- bank prefix input order to the system POLTAX,
- taxpayer registration order;
- bank account number KDW (Amounts To Vivificate) verification order;
- bank account settlement order - “tax rebates validity date”;
- bank account actualization order

This instruction is closing the subject of correctness control of bank accounts data input to the system POLTAX.

The next step is: to assure the control of the creation and realization correctness of bank transfer from the system POLTAX2B witch are processed in the module VideoTEL – the electronic banking system “enbepe”.

This process is regulated by instruction number I-006/SZJ “The bank transfers service processed by the module VideoTEL”.

- Good practice regulates:
- transaction identification ;
- identification of amount of tax rebates;
- bank transfer order;
- creation of taxpayers list ;

bank transfer realization by module VideoTEL.

Effect achieved:

1. Security. Assurance financial dealing of bank transfers realization in Large Taxpayer Office of Lubuskie Province.
2. Procedure unification of implementation of the new bank account and bank account actualization:
 - chosen to tax rebates

- to transfer contribution to The Territorial Self-Government Units
 - low enforcement officer
3. Risk reduction of:
- tax rebates fraud;
 - excess payment on the wrong bank account;
 - corruption.

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8. The Tax Chamber in Warsaw - EFN – Non-existing Companies Register

The essence of the problem with caused developing the project “EFN – Non-existing Companies Register” was limited possibilities to provide access to current data of non-existing companies in a process of realization of statutorily appointed (for Tax Chamber and Tax offices) audit tasks and also lack of access (or access with significant delay) to information about entities deleted from the VAT Register.

The purpose of implementing project named Non-existing Companies Register (EFN) was:

1. The improvement of the process of information exchange between tax offices subordinated to Tax Chamber in Warsaw – with the use of IT toll.
2. replacing the handmade paper registers by a central database available to Tax Chamber’s and their tax office’s employees on Tax Chamber’s server.
3. Strengthening and increase of effectiveness of tax audits.
4. Ensuring the support by additional source of information during verifying the invoices at VAT return.
5. Savings in Tax Chamber’s expenses connected with distribution of the information to tax offices by traditional post.

The EFN system is supplied with information about non-existing companies from the level of Tax Chamber and also from the level of tax offices. Upon approving the information at the level of Tax Chamber, it is available for all users of the system.

The advantage of the EFN system is the fact that using the database is only determined by access to an Internet browser and to WAN network. The system was equipped with interactive data feed gained from tax offices together with hierarchical kind of accounts which is safety in data processing and user-friendly visual aspect. Minding the cohesion of processed data, the system monitors actively the activities of a user and won’t let to enter incomplete information in the database.

The system allows in an immediate way to give access to information to all users of the system. The contents of the database and cohesion of resources and its processing allow fast and precise information retrieval. The system gives opportunity to browse companies’ data by making a filter of database information and searching information by a word or a phrase.

The EFN system, implemented so far in Mazovian Voivodship, is used mainly during tax audits and verifying the invoices at VAT return in tax offices.

Implementing this system in tax units at the territory of the whole country would guarantee the improvement of information exchange between tax office – with the use of IT tool and also – taking into consideration the significant number of data in the database – measurable savings in State Treasury' expenses connected with distribution of the information to tax offices by traditional post. The central implementation of this system would also allow to again data from other tax chambers faster than it has been done up to now and supplying the database with data by authorized employee of tax office.

For increasing the effectiveness of tax audits the EFN system allows to export full database to *.dbf file, witch is used by audit employees who have got license for ACL or IDEA program. The access to current data of contactors of a controlled company will allow gaining information concerning - among other things – the correctness of NIP algorithm, of company address or status in database (non-existing entity, entity deleted from the VAT Register, entity with judicial prohibition of running the business activity or entity suspected of illegal actions).

For further development of the system, the use of EFN in recording stolen cash registers was submitted to analysis.

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PORTUGAL

The process of modernization in the public sector, which started in the second semester of 2005, is still being implemented with the following developments and actions put in place in the period from 1st March to 31st July:

I. Structural Reorganization of State Central Administration

I.1 Principles and norms by which the organization of Direct State Administration must abide– 3rd amendment

Specific amendments have been introduced into the Framework-Law of public institutes and the Direct State Administration organizational regime, as recommended by information already received from organizations operating in all sectors of the State in the ambit of the Programme of Restructuring Central State Administration (PRACE).

I.2 Restructuring State Central Administration services

The implementation stage of the organic laws of each of the services and organizations that integrate ministries has been completed within the guide lines of the Programme for Restructuring the Central State Administration (PRACE).

I.3 The State enterprise sector and state-owned public enterprises – amendments to the regime

This aims to provide the state enterprise sector with greater rationality and efficiency, following the revision of the Code of Commercial Companies and ratification of the new Public Manager Statute.

In this context, a number of amendments have been made:

- i. Financial control mechanisms have been strengthened;
- ii. The divulging of remunerations is now obligatory;
- iii. Management guidelines are defined according to – strategic orientation, general orientation and specific orientation;
- iv. The organic structure model now ensures effective differentiation of executive and oversight administrative functions.

II. Reform of the Civil Service Regime

II.1 Protection regime in cases of disability and old age of recipients of social security as a result of Social Security Reform

This is intended to ensure fairer social protection, by stimulating longer periods in the labour market, so the ageing population remains active and the social security system remains more sustainable system from the financial, economic and social point of view.

II.2 Complementary Social Action Regime for Direct and Indirect State Administrative staff

The abolishment of Social Services assigned to six different ministries and the setting up of Public Administration Social Services (SSAP), is just part of the measures recommended by the Programme for Restructuring the State Central Administration (PRACE) with a view to standardizing benefits of a complementary nature granted to administrative civil servants and contractual staff to ensure effectiveness, efficiency and economy of services.

Complementary social action has been developed in the following areas:

- a) Supply of meals and cafeteria /bar service;
- b) Support for children, young people and the elderly and disabled;
- c) Financial support towards education related expenses;
- d) Social and economic support in socially serious, urgent situations;
- e) Support for social and cultural animation services;
- f) Support for leisure activities;
- g) Support to aid prevention, promotion and surveillance of recipients' health.

II.3 Regimes of attachment/link, careers and remuneration of staff fulfilling public functions

This Draft Bill, to be submitted to the Assembly of the Republic, was passed after period of negotiations with representatives of Public Administration trade unions, which culminated in the signing of concordance minutes by the Government and the Public Administration Trade Union Front (FESAP).

This, along with the assessment systems diploma, is the final structuring piece of Public Administration reform legislation carried out by the Government with a view to achieving a more qualified, efficient administration, capable of delivering better services to citizens.

A new human resources management system has been created in close co-operation with the overall management of public services, which is subject to service objectives, action plans and approved budgets.

The new attachment/link, of careers and remuneration for staff fulfilling public functions has been established:

1) Two attachment/link modalities have been defined: the appointment and employment contract in public functions.

Appointments are reserved for careers that ensure sovereign functions: defence, security, intelligence, criminal investigation, inspection and external representation. Public Prosecutions Service judges and magistrates are also appointed;

The employment contract in public functions, applicable to other situations, will have a similar regime to the Labour Code, with necessary adaptations to safeguard public interests.

A necessary transition regime has been set up regarding active status civil servants to guarantee current termination regimes in the employment relationship, special mobility and social protection inherent in a permanent appointment.

2) An in-depth review of the career system has also been carried out to confer greater rationality and equity.

General and special careers are anticipated and the merging of careers is to be promoted – at present in large numbers – with the definition of three general careers: Higher specialist grade, assistant specialist grade and operational assistant grade. This measure will facilitate the integration of 400 careers and categories that are currently differentiated.

Rules for advancement and change in remuneration in each category are dependent on performance appraisal requirements being met. Any change of category by means of a selection process is likewise governed by very specific rules.

A simplified procedure as regards selection processes has been adopted, replacing the current complex, bureaucratic regime of open public competitions, by a simpler system of objective choice from among the applicants.

3) In matters pertaining to remuneration, equity is fostered by means of a single pay scheme and through the rationalization of the supplements system. The definition of performance awards is of particular significance in stimulating staff who achieve higher levels of assessment on merit.

As regards remuneration, rules of transition will ensure that no remuneration is reduced and all are subject to annual increases.

II.4 *Draft bill establishing an integrated system of management and assessment in the Public Administration*

This Draft bill is aimed at creating an Integrated Public Administration Management and Assessment System (SIADAP), that, for the first time, is applicable to the assessment of services of respective managers and other staff.

This new system integrates three sub-systems: 1) assessment of services; 2) assessment of managers, superiors and middle management; 3) assessment of other staff.

1) The assessment of the public services sub-system constitutes a minimum standard, with a view to reinforcing a culture of assessment and accountability in the Public Administration, marked by the publicizing of service objectives and results attained, in close articulation with the management cycle and based on reliable performance indicators. Service assessment is undertaken through self-appraisal and hetero-appraisal, intended to achieve in-depth knowledge of the reasons for malfunctions evidenced in the self-assessment.

2) The assessment of top managers is based on mission charters – already existent for those of 1st grade and now created for the 2nd grade –, on results accomplished and also on the assessment of competences which are deemed essential for a good performance of top Public Administration positions.

The assessment of middle managers, in turn, is also centred upon “results” achieved by the respective organic unit and on the “competence” of performance.

3) The staff performance assessment sub-system translates the result of assessment of the current SIADAP, as most significant options the following should be stressed as the most significant options:

- To encourage the setting of individual objectives, in line with those of the services and the accomplishment of results;
- To facilitate identification of staff potential that needs to be developed;
- To support career dynamics in a perspective of distinction by merit and excellence of performance;
- To strengthen staff in setting objectives and assessing services;
- Establishment of a Parity Commission, as an advisory body to review assessment proposals at the request of assessed officials;
- Simplification of the current system, without loss of guaranteed objectivity through the adoption of two assessment parameters (“results” and “competences”) and the setting of three levels of final assessment (Unsuitable Performance, Suitable Performance and Relevant Performance and, from this the possibility of the recognition of Excellent Performance);
- Establishing the principle of publicizing assessment achieved when base changes of remuneration are made or awarded.

A transitional regime is still to be adopted to come into force and effect within three years for some staff groups, the assessment of which is based exclusively on “competence” in performance.

The setting of percentage systems (quotas) for performance differentiation is now also extended to managers: 25% for “relevant” performance and from among these, 5% of the total staff for “excellent”. In the case of the service itself being deemed “excellent”, these percentages rise to 35% and 10%.

III. Modernization and administrative simplification

III.1 Approval of Code of Public Contracts (CCP)

The Code of Public Contracts (CCP) was approved overall for consultation purposes. This matches the respective regime to current requirements, namely those imposed by *e-procurement*. In addition, it is aligned with recent Community directives relating to this matter and also standardizes administrative contracts regimes that have been dispersed up to now.

This invests in new Information Technologies, by introducing the need to carry out all pre-contractual procedures by electronic means. Likewise, it will ensure the reduction of real and legal procedural deadlines.

III.2 Programme just in time trade marks

This is inserted in the ambit of the *Simplex Programme* and will facilitate obtaining a registered *just in time trade mark* immediately. The availability of this service through the Internet is also guaranteed.

Up to now it has only been possible to obtain a “*Just in time trade mark*” through a “Just in Time Company”, now it is possible and available to any interested party, irrespective of their intention or not to form a company. The process of obtaining a trademark that will last approximately 16 months is now an immediate.

III.3 Programme just in time purchase and sale of houses

This programme is a measure provided for in the *Simplex Programme* by means of creating a special procedure for the assignment, taxation and registration of property designated “just in time purchase and sale of houses”. This programme should eliminate unnecessary formalities and allow operations and acts to be carried out at a one stop counter, in a single deal with an inherent reduction of time and costs for the citizen.

This procedure will function, on an experimental basis, in 5 selected municipalities.

SLOVAK REPUBLIC

Latest Development in Public Administration Area

Within the framework of the implementation of the tasks resulting from the Programme Declaration of the Government of the Slovak Republic (dated on 31 July 2006) the analysis of development and current state of local state administration and inspection bodies governed by line ministries has been performed.

The results of above mentioned analysis were submitted to the Government of the Slovak Republic for discussion. The Government by its resolution (dated on 28 February 2007) has adopted proposal on cancellation of the Regional Offices of state administration in the sphere of competence of the Ministry of Interior as of 30 September 2007.

As of 1 October 2007 the competencies of the Regional Offices will be shifted to the District Offices of state administration (in the number of 50), which will have legal entity and which will be connected to the budget of the Ministry of Interior.

Certain tasks in sphere of competence of District Offices will be executed only by the District Office located in the seat of region (e.g. tasks in the area of citizenship, civil protection, integrated rescue system, crisis management, state defence, mobilisation, property rights, territorial and administrative organisation of state, maintenance of military graves, issuing the special car labels and special car certificates).

According to the Government decision as of 1 October 2007 the District Office in the seat of region shall coordinate the fulfilment of common tasks in the areas of specific importance for state with the other local bodies of state administration.

The status of other offices and bodies at regional level within the sphere of competence of other central bodies will be discussed and resolved consequently.

The legislative process aimed on cancellation of Environmental Regional Offices and creation of Environmental District Offices with legal entity is ongoing.

The Plenipotentiary of the Government of the Slovak Republic for territorial self-government is preparing in cooperation with the respective members of government and representatives of local and regional self-government the proposal for the elaboration of the Concept of Communal Reform in the Slovak Republic, which shall be submitted to the Government by the end of October 2007.

By the end of 2007 the audit of generally binding legal regulations shall be performed by the respective ministers in order to simplify the execution of state administration with regard to physical and legal persons.

Latest Developments in Public Service Area

As of 1 June 2006, the central government authority for civil service – Civil Service Office – was abolished. The agenda of this office was partially overtaken by central government bodies (mainly by Ministry of Labor, Social Affairs and Family) and partially by local government authorities.

In May 2007 the new department responsible for Civil Service within the Ministry of Labor, Social Affairs and Family was established. Two general tasks were put on the new department:

- to get established and stabilized,
- to prepare a new civil service act.

The legislative work on the new civil service act has been carried out according to the legislation plan of the government. The prepared act will not bring a cardinal change for the system as a whole. The main goals of the new civil service act are:

- simplification of the administrative procedure dealing with the legal relations of a civil servant,
- stopping and decreasing (if possible) the growing political influence within the civil service area,
- readopting of the disciplinary procedure directly by the civil service act,
- adjusting of the “legal gaps” of the actual civil service act.

According to the legislation plan of the government, the new law should be put into force on 1 of July 2008.

In October 2006, the government decided upon the 20 % - decrease in the number of public servants by the end of 2007 with two goals:

- decreasing of public expenditures,
- supporting effectiveness and efficiency of the public money spent.

The real cutbacks within particular areas will range from 10 to 15 %.

For more information see: <http://www.vlada.gov.sk/english/>

SLOVENIA

Subject:	BETTER REGULATION
Short description:	Government of the Republic of Slovenia has appointed interministerial working group for better regulation. The main point is to introduce to public administration better regulation concepts such as consultation, impact assessment, simplification, accessibility of legislation and reduction of administrative burdens.
Latest development:	Reduction of administrative burdens Programme for the reduction of administrative burden for the year 2006 consisted of 34 measures, specially in the field of so-called "life events" which are important for the citizens and for the business (among the 34 measures are the reduction of administrative delays, extension of the 'one-stop-shop' project for limited companies, reduction of the number of licences necessary for crafts, simplification of the permission acquisition procedure for planning permission for new buildings, simplification of rights on parent custody and easier access to public procurement by SMEs). A total of 15 measures were realised, representing a 45% share. For the year 2007 we have recognized 30 measures. - <u>Standard cost model</u>: we have started our pilot project in area of working environment/employment relations (Health and Safety at work) in July 2007; the main goal is to measure total amount of administrative costs from central governmental regulation (BAU costs, administrative burdens) – baseline measurement. Final results of pilot project are expected in October 2007. - <u>National targets</u>: we are planning to set the targets of comparable ambition for reduction of administrative burden on some priority fields (for example tax, statistics, employment...) by approximately 25 % until 2012 on the model of European Union. Consultations with stakeholders We are also trying to strengthen activities in the part of consultation with stakeholders during the preparation of legislative proposals and are trying to include them in this process as early as possible (we have a list of non-governmental organizations and other stakeholders to whom we are sending proposed legislation for examination in the course of the reduction of administrative burden) Systematic examination of new regulation

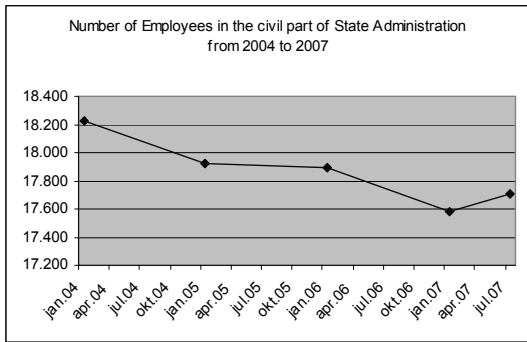
	In 2006 we examined 480 rules and/or regulations at the level of individual line ministries; 31% of the proposed regulations were refused; additional emphasis must be placed on the fact that the total number of matters received under the “removal of administrative barriers” heading was 1652. Impact assessment At the moment we are not doing full regulatory impact assessment of new legislative proposals but we are obligatory to fulfil the Declaration of the reduction of administrative burden and cooperation of interested public. We are now in the phase of preparing an impact assessment methodology as an compulsory procedure for the purpose of legislative process (in compliance with the Rules of Procedure of the Government and adopted Methodology for fulfilling and monitoring the Declaration on the elimination of administrative barriers and cooperation of the interested public, a proposer must submit regulations to the Ministry of Public Administration at the level of the Ministry (rules, decisions, instructions) for an opinion prior to publication in the Official Gazette).
Further information (publication, documents, official web-site, etc.)	Web-site: http://www.mju.gov.si/en/better_regulation/
Contact information	Ms Renata Zatler, M.A.. Ministry of Public Administration Phone: +386 1 478 8759 E-mail: Renata.Zatler@gov.si

Subject:	E-GOVERNEMNT
Short description:	○ Newly adopted eGovernment Action Plan until 2010 ○ New features of State Portal for entrepreneurs ○ New services on the Slovenian eGovernment portal ○
Latest development:	New eGovernment Action Plan In February 2007 the Slovenian Government adopted an eGovernment Action Plan, set to run until 2010. The plan is a central element of the SEP-2010 strategy (eGovernment Strategy of the Republic of Slovenia 2006 to 2010) adopted by the Government in April 2006. The primary aim of the Action Plan is to give concrete form to the implementation and monitoring of the SEP-2010 eGovernment strategy in Slovenia. The Action Plan concerns all eGovernment projects and eServices put forward in SEP-2010 and provides detailed updates on the progress made so far. It also includes examples of good practice and a general overview of the advancement of eGovernment in Slovenia, comparing it with progress in other parts of the European Union. State Portal for entrepreneurs (One stop shop, e-VEM, operating since 2005): is to provide suitable information support for the future entrepreneur and enable him/her to start with business operations in the shortest time possible. The information support provides a unified support regardless of the type of

	entrance into the system. The support is the same for the submission of electronic application for registration of a future entrepreneur via internet as well as for the submission of application, which has been made for the entrepreneur by an advisor (person) that is offering support and help to the entrepreneur on one of the local entry points. The e-VEM Project offers information support to all enumerated entry points. The portal will be expanded to other types of companies in the end of 2007. All the services are free of charge for their users. The estimation of savings for entrepreneurs during the last two years is 3 mio €. New services on the Slovenian eGovernment portal (from May 2007): - Access to the information of public administration about the salaries of the top management, number of vehicles of public institutions and insight into expenditures for telephone use, insight to the measurement of customer satisfaction for the administrative unites services - Insight into vehicle data: Data about one's vehicle can be retrieved from the register of vehicles based on provided data from the certificate of registration. With this service the user can check if he/she is entitled to electronically extend the validity of the certificate of registration. Namely, only vehicles which are not obliged to pass the technical examination can have their certificate of registration extended electronically. - Reminder about the expiration of personal documents: The Slovenian Ministry for Public Administration has launched a new service which automatically reminds the user of the date of expiration of his/her personal documents. The reminder is sent to the e-mail address provided by the user. Personal documents about which the reminder can be sent are ID card, passport, driving license, weapons permit and also other documents defined by the user. - Announcement of moving: The new service enables citizens to announce their change of place of residence electronically. The user sends the electronically signed application form together with requested enclosed documents by means of this service. The procedure can be completed only by the holders of qualified digital certificates issued in Slovenia. - Land Register and land cadastre have been linked.
Further information (publication, documents, official web-site, etc.)	Web-sites: - http://www.mju.gov.si/ - http://evem.gov.si/sps - http://e-uprava.gov.si/e-uprava/emrvl.euprava - http://e-uprava.gov.si/e-uprava/opomnik - http://e-uprava.gov.si/e-uprava/dogodkiPrebivalci.euprava?zdid=1187&sid=372 -
Contact information	Mr Dušan Kričej Ministry of Public Administration Phone: +386 1 478 8573 E-mail: Dusan.Kricej@gov.si

Subject:	OPEN AND INCLUSIVE GOVERNANCE
Short description:	In the 2007 special attention was given to NGOs – mostly <i>willing but unable to participate</i> – NGOs category of stakeholders in Slovenia
Latest development:	- Strengthening of NGOs sector and civil dialogue – Slovenian priority axis within programming and implementing of EU structural funds – Operational programme: Development of Human Resources (15 mio € for capacity building of NGOs) - Adoption of governmental positions towards civil dialog (as a part of Agreement on cooperation between the Government of the Republic of Slovenia and NGOs)
Further information (publication, documents, official web-site, etc.)	Web-site: http://ec.europa.eu/regional_policy/conferences/od2006/doc/presentations/e/meznaric_10e02.doc
Contact information	Ms Irma Mežnarič Ministry of Public Administration Phone: +386 41 495 061 E-mail: Irma.Meznarc@gov.si

Subject:	QUALITY MANAGEMENT
Short description:	Activities and projects aiming to continuously improve quality and efficiency of public services.
Latest development:	• Conference <i>Good Practices in Slovene Public Administration 2006</i> was held on 15th November 2006. Three good practice cases were rewarded upon the following selection criteria: simplification and removal of administrative burdens; customer orientation; cooperation and establishing partnerships; indicators of effectiveness, efficiency and economy; congruency to the business excellence model; • Slovene translation of Common Assessment Framework (CAF), version 2006 was published in January 2007; • Pilot project <i>Development and establishment of a system for external excellence evaluation in public administration</i> started in January 2007, in co-operation between Ministry of Public Administration, Metrology Institute and Faculty of Administration.
Further information (publication, documents, official web-site, etc.)	• “Good Practices in Slovene Public Administration 2006” – Conference Proceedings (English): http://www.mju.gov.si/fileadmin/mju.gov.si/pageuploads/mju_dokumenti/pdf/Dobre_prakse_06ENG.pdf • CAF 2006, Slovene translation, published at the Ministry of Public Administration: http://www.mju.gov.si/fileadmin/mju.gov.si/pageuploads/mju_dokumenti/pdf/CAF_2006__SLO_.pdf, and at the European Institute of Public Administration: http://www.eipa.eu/CAF/CAF_2006/Brochures/Slovenia_2006.pdf
Contact information	Dr Gordana Žurga Ministry of Public Administration Phone: +386 1 478 8694 E-mail: Gordana.Zurga@gov.si

Subject	REDUCING PUBLIC SECTOR EMPLOYMENT												
Short description	In the year 2004 government decided to restrict employment in the Public Administration and specifically to reduce the number of employees in the civil part (without Police and Army) for 3 % by July 2008. Such restriction was feasible by developing greater organisation (including processes), setting priorities and checking the necessity of performed tasks, reviewing the workforce size and getting internal labour obligatory. Therefore every governmental body (ministry, office, administrative unit) before employing people from outside has to check first if there is a civil servant with the right qualification in any other body who should be transferred for the reason that there is no more work in his organisation or if there is civil servant who would like to change the job. Methods and tools for managing staff performance were developed and implemented (like performance appraisal, annual interviews, training leaders and managers).												
Latest development	The number of employees in the civil part of the Public Administration is diminishing and follows the common personal plan for the year 2006-2008.  <table border="1"> <caption>Number of Employees in the civil part of State Administration from 2004 to 2007</caption> <thead> <tr> <th>Date</th> <th>Number of Employees</th> </tr> </thead> <tbody> <tr> <td>Jan 04</td> <td>18,200</td> </tr> <tr> <td>Apr 05</td> <td>17,900</td> </tr> <tr> <td>Jan 06</td> <td>17,850</td> </tr> <tr> <td>Apr 07</td> <td>17,600</td> </tr> <tr> <td>Jul 07</td> <td>17,700</td> </tr> </tbody> </table>	Date	Number of Employees	Jan 04	18,200	Apr 05	17,900	Jan 06	17,850	Apr 07	17,600	Jul 07	17,700
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Further information (publication, documents, official web-site, etc.)	Web-Site: http://www.mju.gov.si												
Contact information	Ms Judita Bagon, M.A. Ministry of Public Administration Phone: +386 1 478 1674 E-mail: Judita.Bagon@gov.si												

Subject	SELECTING SENIOR MANAGEMENT
Short description	Civil Servants Act and standing orders of Official Council and special competition commission defined the procedure of selecting senior management according to their competencies. Official Council determined the standards of professional qualifications, the criteria for selection and the methods of qualification testing. For each vacant position it is bound to appoint a special competition commission. Among the candidates who were qualified as suitable by a special competition commission the functionary to whom the official in the position is held responsible shall select the candidate that he believes to be most suitable proposing him to the Government to be appointed to the position. Those positions are: secretary-general and director-general in Ministries, principal of the body within Ministry, principal of Government Office and principal of Administrative Unit. Senior managers are appointed for the period of five years. After 3 years of practice some changes have been already made and some other changes are still to be made like introduction of professional help to the competition commissions and development of selection tools.
Latest development	Modifications of provisions about the status of the senior managers after the position. Modification of Official Council and special competition commission standing orders in autumn 2007.
Further information (publication, documents, official web-site, etc.)	Web-site: www.mju.gov.si
Contact information	Ms Neda Golobič Ministry of Public Administration Phone: +386 1 478 1660, E- mail: Neda.Golobic@gov.si

Subject:	ENHANCING THE TRAINING OF CIVIL SERVANTS
Short description:	The legal basis for providing training system within public administration is Civil Servants Act, Strategy of Education, Training and Additional Qualifications and several government decisions. The core institution for elaboration and implementation of training programs is Administration Academy, which is internal organizational unit within the Ministry of Public Administration, Directorate for Management and Personnel. The most important strategic objective in the current period is to design several modular training programs for specific target groups, based on government decisions and training needs analysis on horizontal topics, provided within public administration.
Latest development:	This year the Administration Academy redesigned the Training Program for Top Management (compulsory 6-days program, started in 2003). It has also prepared a new Training Program for Inspectors and the Training Program for Middle Management. The hugest and the most complex task of the Administration Academy this year is the implementation of the training program: "Preparing for the EU Presidency", as an important part of the highest priority project

	of Government. Administration Academy makes permanent efforts to improve the quality of training process through better recruitment and selection of trainers, by improving training materials, by simplifying the registration procedure and by enhancing the transparency of its services.
Further information (publication, documents, official web-site, etc.)	Web-site: www.mju.gov.si
Contact information	Ms. Iris Jelačin Knavs Managing Director of Administration Academy Ministry of Public Administration Phone: +386 1 300 83 60 E-mail: Iris.Jelacin-Knavs@gov.si

SPAIN

I. The National Agency for the Evaluation of Public Policies and Quality Of Services⁵

The National Agency for Evaluation of Public Policies and Quality of Services (the Agency) was created on 1st January 2007. It is regulated by law 28/2006, dated July 18th, of State Agencies and by its Statute, approved by Royal Decree 1418/2006, dated 1st December, within the broad process of modernization and innovation of Public Administrations, in tune with the European Union's governance principles: responsibility, efficiency and participation.

The creation of the Agency represents a key element in the institutionalization process of evaluation in Spain. The Agency has the vocation to become a reference institution, maintaining an open perspective to participation and collaboration with different bodies of the central government, regional and local Administration.

The Agency is responsible for evaluating public policies and services, promoting the evaluation culture and its implementation in public management as well as promoting the institutional quality of Public Administration, with the aims of:

- Improving public services and the awareness of the effects that public policies and programs have on society
- Promoting heightened rationale in terms of public spending, optimizing the use of resources
- Favouring the productivity and competitiveness of the Spanish economy by eliminating bureaucratic impediments
- Increasing the accountability towards the people and the democratic quality, promoting transparency and participation

To achieve these goals, the Agency:

- Supplies information to public managers for better decision-making in relation to public policies and services
- Favours the orientation of the Administration towards citizens, leading to better service and enhanced accountability
- Promotes organizational improvement in public institutions, contributing to better performance

⁵ www.aeval.es

Evaluation of Public Policies

The evaluation of public policies and programmes represents, as already mentioned, one of the Agency's strategic objectives. This strategic objective is not just to carry out evaluations of public policies and programmes. The objective includes the promotion of an evaluation culture in the public administrations, as well as the reinforcement of the principle of transparency and citizen participation. All this means, in the economic level, a new effort to try to increase efficiency in the use of public resources. In the political level, this means a major effort to increase Government accountability towards citizens.

Among others, the following competences attributed to the Agency by its Statute are particularly noteworthy:

- Evaluation of public policies and programmes which is commissioned to it annually by the Council of Ministers and which is included in the work programme.
- Annual evaluation of the level of application and success of the leading measures of the National Reform Programme, commissioned by the Government Delegate Committee for Economic Affairs.
- Other evaluations of public policies selected by the Agency.

Regulatory Impact Analysis

The Government goes on working on the introduction of a mandatory, comprehensive and rigorous regulatory impact assessment of all new norm initiatives taken by competent bodies of the General State Administration. In addition to preparing, promoting and circulating guidelines and methodological guides to help to carry out this task by the aforementioned bodies, the Agency would evaluate the quality of the regulatory impact assessments included in all new norm initiatives annually. In addition to promoting the *ex ante* evaluation culture, the necessary training activities would be carried out for the gradual introduction of regulatory impact analysis.

Quality of Public Services

The Agency's action related to the quality of public services is integrated in the general framework for quality improvement established by Royal Decree 951/2005, dated 29th July. This framework includes a series of programmes in a coordinated and synergic way to promote the continuous improvement of public services through the involvement of the different interested players: political decision makers, higher bodies, managers and civil society.

The application and development assessment of the framework programmes indicates that the diverse bodies and organizations of the central government Administration are in the way to assume a commitment to citizens with respect to the continuous improvement of their services, from a point of view of improving their internal operation and their relationship with the users of these services.

The main activity of the Agency in terms of quality is developed along the following lines:

- Evaluation of public services, particularly from the point of view of citizens/users
- Analysis of the activities and services delivered by the state agencies
- Public Services Quality Observatory
- Dissemination of good practices of public administrations
- Elaboration and promotion of methodological guidelines

- Issuing quality certifications

2007 Work Programme

The 2007 work programme of the Agency includes, among others, the following most relevant actions:

- Evaluation of:
 - The National Reform Programme (NRP) with a special focus on the following policies:
 - The implemented measures to rationalise public pharmaceutical spending.
 - Policies for the security of energy supply.
 - Programmes for the promotion of research, development and innovation activities.
 - Financial lines to encourage entrepreneurial activities.
 - The administrative procedures for enterprise start-ups.
 - The National Registry of Greenhouse Gases Emission Rights.
 - The service quality of national museums.

The evaluations are now underway and the reports will be available by the end of this year.

- The organisation of the first National Conference on Quality of Public Services. This Conference, focused on “Quality for Governance”, will be held in November 2007, and is being organized by the Agency in collaboration with seventeen Autonomous Communities, the Municipalities and Provinces Spanish Federation and the National Agency for University Quality Evaluation and Accreditation.
- The Annual Report on Public Services carried out by the Quality Observatory. The 2006 report on citizens’ perception of public services is already available. Its second edition has been carried out in May 2007 over a sample of 3.000 surveys. An in-depth study of its findings is currently underway and will be integrated into the Annual Report.
- Certification of the level of excellence of the organizations of the central government Administration. In 2006 a total of 30 organizations have been recognised in accordance with the EFQM Model of Excellence. In 2007 twenty two public organizations have applied for their level of excellence certification.
- Quality and Innovation Awards in Public Management. The 2007 edition Awards, announced on May 14th, include a Knowledge Management category within the Awards for Innovation. Twenty three organizations have entered this competition.

II. The Reduction of Administrative Burdens

In the recent Spring 2007 European Council meeting, held in Brussels on the 8th and 9th of March, the Heads of State and Government concluded that improving legislation was a key element to increasing competitiveness and promoting sustainable growth and employment. The Council also concluded that a major coordinated effort would be required to reduce the administrative burdens resulting from EU legislation by 25% by the year 2012.

Spain, which has always expressed its support for the process of legislation improvement and simplification, accepts the conclusions of the Spring 2007 European Council Meeting, and is committed to taking the necessary measures to ensure that these conclusions become a reality. In accordance with all the above, the Council of Ministers agrees:

1. To create a High Level Group, presided by the Minister of Public Administration and comprising the Secretary of State for the Economy, the Secretary of State for the European Union, the Director of the Prime Minister's Economics Office and the Undersecretary of the Ministry of Trade, Industry and Tourism.

2. To assign this Group the task of drawing up an Action Plan aimed at reducing administrative burdens, which must be presented before the end of 2007, with the following objectives:

- a) To assess current administrative burdens on companies resulting from national legislation with a view to reducing them by a goal of ambition comparable to a European 25% by the year 2012. In particular, examine in depth the measures required to reduce administrative procedures regarding the creation of new companies.
- b) To specify the Spanish participation in the European Commission Action Programme for reducing administrative burdens in the European Union, with the aim to reduce the administrative burdens resulting from EU legislation by 25% by the year 2012.
- c) To promote the improvement of legislation so that any new regulations introduced do not bear such a heavy administrative burden on companies and citizens in general.
- d) To make progress in the intensive use of information technologies, including interconnectivity between administrative bodies, as a way of reducing the administrative burdens of procedures that affect citizens.

3. To establish the necessary collaboration between autonomous regions and local entities, through the Local Government Sector Conference, in order to ensure their involvement in achieving the targets set in the Plan.

4. At the heart of the Interministerial Administrative Simplification Commission, to identify new initiatives that contribute to the simplification of procedures which affect the lives of citizens and their relationship with public administrations and authorities

5. To agree on collaboration mechanisms with the Chambers of Commerce and business associations and Unions for the swift identification of measures that will reduce the administrative burdens that impede the creation of new companies and limit the activity of existing companies.

Agreed by the Council of Ministers on the 4th of May 2007

III. 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.

- 1) The Avanza Plan is structured around five important lines of action:
- 2) Home and Citizen Inclusion,
- 3) Competitiveness and Innovation,
- 4) Education in the Digital Era,
- 5) 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 is regulated by the **Law 11/2007, of June 22nd, of electronic access of citizens to Public services**.
- 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 (**e-DNI**) 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.

IV. 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.

Due to the important role of the Autonomous Communities in the Spanish political system, the reform process of their Self-Governing Statutes, which is currently underway is particularly relevant.

In Spanish law, it is the responsibility of the Autonomous Communities to propose and pass any reforms to their Statutes, which are their basic institutional regulation. Therefore, each of the Statutes has to first be approved by its Regional Parliament and later by Congress and the Senate. Furthermore, in four Autonomous Communities (Basque Country, Catalonia, Galicia and Andalucía), approval is accompanied by a third requirement: approval by means of public referendum.

Applying this system, the Statutes of the Valencian Community and Catalonia were reformed in 2006 (passed in the referendum of 1st November). During 2007, approval of those of Andalusia (passed in the referendum of 18th February) and the Balearic Islands and Aragón have concluded. A further four are currently in parliamentary procedures: Canary Islands, Castilla-La Mancha and Castilla y León.

In terms of general and common contents, the new approved Self-Governing Statutes or those still being debated consider self-government and decentralisation in depth, with the following contents and objectives:

- By means of a better distribution of powers corresponding to the Autonomous Communities.

- By means of a better financing system, with particular interest in guaranteeing the investment levels of the Central State in their territories and which corresponds to them according to their population or other objective criteria.
- By means of a better system which guarantees the participation of the Autonomous Communities in administrative bodies and procedures of the Central Administration.
- By means of a more exact recognition of the so called “foreign activity” carried out by the Autonomous Communities with other territorial entities located outside Spain.
- By means of recognition of the activity that the Autonomous Communities carry out in the sphere of the European Union.

As a result of the reform process of the Self-Governing Statutes, the Government is studying the possibility of implementing new instruments which respond to the new approaches of the Self-Governing Statutes; by means of the application of the principles of cooperation, coordination and participation of the Autonomous Communities in the decision making process of the State. The cooperation option is based on the fact that the new Statutes recognise the strong links and relations existing between the powers of the Central State and the Autonomous Communities.

As practical measures to perfect this system of cooperation, the following measures have been adopted:

1. 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. Three meetings have been held since 2004.
2. 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.
3. Three new Sectoral Conferences have been set up: Local Affairs, Immigration and Water Policy. With these additions, the total number of Sectoral Conferences, which are bodies in which the national Minister and the 17 Ministers from the Autonomous Communities participate, has reached 31. On the other hand, the number of meetings held annually continues to grow and there were 69 in 2006. Through these meetings, and those of their technical support bodies, coherence and coordination of the different public policies in each administrative sector is guaranteed.

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.

It must be highlighted that for the first time in the history of Spanish democracy, special systems have been established for specific large cities, through negotiation and consensus with the cities concerned, in line with the tendency towards strengthening urban policies which are evident on a continental level.

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.

This Draft Bill is aimed at optimizing all of the options provided by the Constitution for the development of local autonomy, considered in the text as a political autonomy within the framework of the Constitution rather than merely administrative within the framework of the law, which is why this qualitative change should be particularly highlighted in the Spanish system of territorial entities.

The following points related to its contents are particularly noteworthy:

- A model of local government is extended with the concentration of administrative powers on local government, with extensive powers of delegation and deconcentration of duties to individual members and local public directors.
- The Statute of Local Representatives and control systems for local government is improved.
- Citizen participation mechanisms in local public life are strengthened, creating the Neighbour's Statute.
- Public ethics and transparency standards at local level are improved and noticeably extended.
- The possibility of creating the figure of local public directors is extended to all local entities, strengthening the administrative rise of Spanish Local Administration.
- The powers and legal authorities of the local entities are strengthened, hence extending the objective scope of local self-government.
- The system of inter-governmental relations is improved, with measures such as the creation of the General Conference on Local Policy, or the presence of representatives of the local entities as members with full rights at Sectoral Conferences affecting their powers.
- International activity of Spanish local entities is regulated for the first time, which is widely recognised in the text of the Draft.

Likewise, a Sectoral Conference for Local Affairs was created in January 2005 as the highest cooperative authority between the Central Government, the Autonomous Communities and the local entities as regards government and local administration, having met on several occasions since then.

V. Basic Statute for Public Employees

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. This new figure of management is considered to represent a key factor in administrative modernization in the future, given that their professional management is subject to effectiveness and efficiency criteria, responsibility and performance appraisals in accordance with objectives. Although there has, fortunately, been no lack of civil servants and other public employees with management ability and training in our Administrations, it is advisable to move decisively towards the legal recognition of this category of personnel, like in the majority of our neighbouring countries.

In the Civil Service Laws which are announced for each Public Administration in the development of this Statute, the specific legal system for management may be defined in addition to the criteria to determine their condition in accordance with the following principles, among others:

- Management carries out professional management functions in the Public Administrations, as defined in the specific regulations for each Administration.
- Their appointment shall be based on merit, ability and suitability by means of procedures which ensure publicity and concurrence.
- Management shall be subject to evaluation in accordance with effectiveness and efficiency criteria, responsibility for their management and performance appraisal in relation to the objectives they have been set.

The determination of the employment conditions for management shall not be considered to be subject to collective bargaining for the purposes of this Law. When management fulfils the condition of administrative staff, the special labour relations for senior management shall apply.

- 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).

VI. Conflict of Interests

As far as the management of conflicts of interest is concerned, it is pointed out that Law 5/2006, of 10th April, regulating the conflicts of interests of members of the government and senior officials of the General State Administration entered into force in 2006. This regulation, which was explained before the OECD, along with the Code of Good Governance for members of the Government and senior officials of the General State Administration, constitutes a set of regulations whose objective, following the guidelines on this subject set out by the aforementioned international body, is to establish the appropriate mechanisms to prevent the conflicts of interests of senior officials of the General State Administration, emphasizing that their actions are inspired by the principles of ethics and conduct, which are set out in this regulation, in line with citizen demands.

The Ministry of Public Administration has now drawn up a draft Royal Decree, developing the aforementioned Law, which has been considered positively by different consultative bodies and which shall shortly be submitted for approval by the Council of Ministers.

Whereas the aforementioned actions refer to political heads of the General State Administration, it must be pointed out that the future Civil Service Statute establishes a Code of Conduct for public employees, similar to the one mentioned above in relation to senior officials.

SWEDEN

Cooperation between agencies in local service offices

The Swedish Government has recently appointed a special coordinator to support the state agencies in their efforts to establish common local service offices and to promote better cooperation between state agencies and local municipalities. The task of the coordinator is to stimulate the development of a more efficient public service delivery and production utilizing the possibilities provided by modern information and communication technologies. The goal is to achieve better accessibility to public service in all parts of the country and a more efficient organisation of the agencies' production and delivery of public services. The legal conditions for closer cooperation between agencies will also be considered.

The coordinator will work until the end of 2009. The results achieved will be reported to the Government in November every year.

Comprehensive review of the organisation of the state administration

The new Swedish Government has decided to make a comprehensive review of the organisation of the state administration. The background to the review is that the large number of agencies has made the organisational structure very complex and difficult to understand for citizens and enterprises. A comprehensive review is therefore necessary to make the state administration more efficient, transparent and accountable.

The task has been assigned to a new Committee of Inquiry whose Terms of Reference were decided by the Government at the end of last year. One important task for the Committee is to examine and reconsider the role of the agencies in the shaping of public opinion. The new Government has reacted to the tendency of certain agencies to go beyond their core mission and act as advocates for their own self-interest, or interfere in questions that should be handled in the political debate. Another important task will be to consider and limit the public engagement by agency activities in competitive markets. The great number of small agencies will also be analysed in order to find a more efficient organisational structure.

Other questions the Committee is to consider is if there is a need for changes in responsibility between agencies in order to avoid conflicts of roles. It will also investigate the possibility of liquidating certain agencies and of merging agencies with similar mission in order to reduce the total number of agencies and establish a more efficient management and coordination of their activities.

The Committee is to deliver a first report to the Government in December this year and a final report in December next year.

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SUISSE

1. La Confédération en tant que propriétaire d'entreprises – gouvernement d'entreprise

Diverses tâches de la Confédération sont externalisées et assumées par des entreprises juridiquement autonomes. Jusqu'ici, il n'existait pas de critères uniformes applicables à l'externalisation de tâches et à la gestion des entreprises chargées de l'exécution des tâches. A travers plusieurs interventions, le Parlement a invité le Conseil fédéral à établir des critères applicables aux externalisations et à faire des propositions concernant une gestion harmonisée des entreprises de la Confédération. En approuvant, en septembre 2006, le rapport sur le gouvernement d'entreprise, le Conseil fédéral a répondu à cette demande.

Le rapport répond dans le détail aux questions suivantes:

- quelles tâches de l'administration fédérale centrale se prêtent-elles à être externalisées (typologie des tâches)?
- quels doivent être la forme juridique et le modèle de gestion des entreprises chargées de l'exécution de ces tâches (28 principes directeurs et un modèle de gestion)?
- comment la Confédération doit-elle s'organiser à l'interne pour défendre au mieux ses intérêts de propriétaire (répartition des rôles)?

Le rapport sur le gouvernement d'entreprise ne porte ni sur la nécessité et l'ampleur des tâches étatiques ni sur une éventuelle privatisation des organismes fédéraux concernés. Le Conseil fédéral se penche sur cette question notamment dans le cadre du réexamen systématique des tâches de la Confédération. Le rapport n'examine pas non plus les nouvelles formes de répartition des tâches entre les pouvoirs publics et le secteur privé, comme le partenariat public-privé (public private partnership).

Typologie des tâches

Jusqu'ici, les décisions relatives aux externalisations n'étaient pas basées sur une approche systématique. A l'avenir, ces décisions seront prises à partir d'une typologie des tâches. Les activités qui relèvent de l'administration fédérale centrale et celles qui incombent à des entreprises de la Confédération sont classées en quatre catégories se prêtant plus ou moins bien à l'externalisation.

– *Tâches ministérielles*: ces tâches comprennent notamment la préparation des dossiers politiques et les prestations qui relèvent fortement de la puissance publique. Dans de nombreux cas, leur exécution implique une limitation des droits fondamentaux. (p. ex. sécurité intérieure et extérieure). Ces tâches ne se prêtent pas à une externalisation, parce qu'elles nécessitent un étroit suivi et une importante légitimation politique. En raison de leur besoin considérable de coordination avec d'autres tâches, leur exécution se fait plus efficacement au sein de l'administration fédérale qu'en dehors de celle-ci.

– *Prestations à caractère monopolistique*: leur fourniture est déterminée principalement par des normes internationales, techniques ou scientifiques, ne laissant qu'une place limitée à une intervention de

la politique et ne nécessitant pas une coordination par les services de l'administration fédérale. Ces prestations sont souvent attrayantes aux yeux des mécènes et intéressantes à parrainer. Notamment dans les domaines de la formation, de la recherche et de la culture, la réputation dont jouit leur fournisseur représente un facteur de succès important pour ces prestations proches du marché. Ces dernières se prêtent à une externalisation. Celle-ci permet au fournisseur d'affirmer son identité propre, lui donnant avant tout la possibilité de se forger sa propre réputation. Parmi toutes les tâches externalisées, ce type de prestations requiert cependant le suivi politique le plus étroit, étant donné que la législation laisse généralement une marge de manoeuvre considérable dans les domaines concernés et que la plupart de ces tâches ne peuvent être exécutées qu'à l'aide de fonds publics.

– *Surveillance d'activités relevant de l'économie ou de la sécurité*: tout comme la jurisprudence, ces tâches de surveillance (par ex. surveillance des marchés financiers, surveillance des centrales nucléaires) doivent être exécutées hors de toute influence de la part du monde politique. Ces tâches devraient être externalisées, car l'externalisation souligne l'indépendance qui doit être accordée aux organismes chargés de ces activités de surveillance.

– *Prestations fournies sur le marché*: dans la plupart des cas, ces prestations (par ex. prestations dans les domaines de la télécommunication ou des services postaux) sont pilotées en fonction de l'offre et de la demande. La loi garantit toutefois un service minimal. Ces prestations se prêtent à une externalisation, car leur fournisseur doit disposer d'une grande indépendance pour pouvoir opérer avec succès sur le marché.

Principes directeurs et modèle de gestion

Après une externalisation, la Confédération continue à exercer son influence sur l'exécution des tâches d'une part en tant que législateur et, d'autre part, en tant que propriétaire de l'entreprise. Dans ce dernier rôle, elle peut être actionnaire principal ou majoritaire. Son influence en tant que propriétaire dépend en grande partie de la forme juridique de l'entreprise.

Dans le rapport sur le gouvernement d'entreprise, le Conseil fédéral établit 28 principes directeurs qui permettront à l'avenir de choisir la forme juridique adaptée aux diverses entreprises de la Confédération. Ces principes trouvent leur principale application dans les établissements, tandis que les sociétés anonymes (de droit privé) sont en partie déjà régies par le droit de la société anonyme. L'application des 28 principes aux trois types de tâches qui se prêtent à l'externalisation fournit le modèle de gestion spécifique aux entreprises de la Confédération.

Répartition des rôles

La politique de la Confédération en tant que propriétaire a pour acteurs le Parlement, le Conseil fédéral et l'administration fédérale (secrétariats généraux, offices spécialisés, Administration fédérale des finances). Vis-à-vis des entreprises de la Confédération, le Conseil fédéral intervient principalement en tant que propriétaire, tandis que le Parlement exerce la haute surveillance. Cette répartition des rôles sera maintenue. Le rapport sur le gouvernement d'entreprise prévoit toutefois un renforcement du contrôle du Conseil fédéral sur les entreprises, ce qui du même coup améliorera la base de la haute surveillance exercée par le Parlement. A l'échelon de l'administration, la responsabilité de préparer et de coordonner le traitement des questions relevant de la politique de propriétaire dépend de l'importance de l'entreprise. Elle incombe au département concerné et à l'Administration fédérale des finances pour les entreprises qui fournissent des prestations sur le marché ou des prestations à caractère monopolistique et qui dépendent largement de l'aide financière de la Confédération; elle revient au seul département concerné pour les autres entreprises qui fournissent des prestations à caractère monopolistique et pour celles qui accomplissent des tâches liées à la surveillance d'activités relevant de l'économie ou de la sécurité.

Perspectives

Le rapport sur le gouvernement d'entreprise est actuellement examiné par le Parlement et les débats à son sujet sont prévus au Conseil national lors de la prochaine session d'automne et au Conseil des Etats lors de la session d'hiver. Le Département fédéral des finances soumettra au Conseil fédéral à la fin de 2007 son plan de mise en oeuvre établi en collaboration avec les autres départements et la Chancellerie fédérale. Cette planification devra identifier les différences entre la typologie des tâches et l'éventail présent des tâches de l'administration fédérale, ainsi que les différences entre les principes directeurs ou le modèle de gestion et le droit organisationnel actuel des entreprises de la Confédération. Cette planification analysera l'importance des différences trouvées et désignera celles qui doivent être corrigées en priorité. A la fin de l'année, le Conseil fédéral décidera également s'il y a lieu de compléter le rapport sur le gouvernement d'entreprise, en examinant les principes directeurs régissant le droit du personnel et les diverses possibilités en matière de caisse de pensions pour les entreprises de la Confédération.

2. Nouvelle Gestion Publique au sein de la Confédération suisse

Perspectives actuelles

Aux débuts des années quatre-vingt-dix, le Parlement suisse a poursuivi des travaux de réflexion sur les principes de la Nouvelle Gestion Publique, notamment par des modifications de la législation. Suite à ces travaux, le Conseil fédéral a chargé le Département fédéral des finances d'introduire, dans les domaines de l'administration qui s'y prêtent, la Nouvelle Gestion Publique sous la forme de « gestion par mandats de prestations et enveloppes budgétaires (GMEB) ». Ce mode de gestion vise à orienter davantage l'action de l'Etat sur des prestations et des résultats mesurables ainsi qu'à déléguer les tâches et les responsabilités aux unités administratives appropriées. Durant cette phase pilote, s'étendant de 1997 à 2001, la GMEB a été introduite dans onze unités administratives de la Confédération suisse.

Suite aux expériences positives de la phase pilote, la GMEB a été transformée en programme et introduite à titre définitif en 2002. Par ailleurs, en 2004, la GMEB a été renforcée par la « stratégie globale » du Conseil fédéral en matière de GMEB, qui introduit une base légale plus stricte. C'est ainsi que dans son « message », le Conseil fédéral compte doubler durant la législature en cours (2003-2007) le nombre d'unités administratives appliquant les principes de la GMEB. Dans le meilleur des cas, il entend tripler ce nombre lors de la législature suivante (2007-2011).

Une extension marquante de la GMEB s'est dès lors opérée au 1er janvier 2006, puisque neuf nouvelles unités administratives ont été converties aux principes de la Nouvelle Gestion Publique. Par ailleurs, à partir du 1er janvier 2008, 24 unités administratives seront gérées par le modèle de gestion GMEB, ce qui représente environ le tiers des unités administratives de l'administration fédérale centrale. Pour plus d'informations, veuillez consulter notre site Internet www.flag.admin.ch.

Perspectives futures

Le programme GMEB est chargé par le Parlement de rédiger un rapport d'évaluation de la GMEB au sein de l'administration fédérale pour l'année 2008. L'objectif de ce rapport est de fournir avant tout les fondements pour l'évolution future des instruments et des processus de gestion de la GMEB.

Ce rapport comportera également une analyse nationale et internationale du développement de la Nouvelle Gestion Publique qui mènera à une comparaison avec notre modèle de gestion dans le but de son amélioration.

Ce rapport devrait apporter des clés quant au développement ultérieur de la GMEB au sein de l'administration fédérale.

3. Nouveau modèle comptable de la Confédération (NMC)

Le système comptable de la Confédération fait actuellement l'objet d'une refonte complète parallèlement aux chantiers de réforme du gouvernement et de l'administration. En effet, seul un système global et intégré peut satisfaire à la fois aux exigences en matière de politique budgétaire et aux principes de la nouvelle gestion publique, qui connaissent une importance croissante dans l'administration. La double orientation qui répond, d'une part, aux exigences de la gestion des finances et, d'autre part, à celles de la gestion d'entreprise, constitue le cœur même de la refonte.

Par rapport à l'ancien système, le nouveau modèle comptable (NMC) présente des innovations à tous les niveaux. Celles-ci concernent la structure de base du modèle avec ses différents comptes, les principes régissant l'établissement du budget, la comptabilité et l'établissement des comptes, ainsi que la gestion des finances et le système des rapports.

Nouvelle structure du modèle de base: les éléments fondamentaux du nouveau modèle comptable sont, comme c'est en grande partie le cas dans la structure comptable des entreprises privées, le compte de résultats, le bilan et le compte de financement. Au niveau des unités administratives, les investissements sont présentés séparément en vue de l'octroi de crédits. Le compte des investissements forme avec les postes du compte de résultats ce que l'on appelle l'aperçu des crédits. Celui-ci est introduit comme une nouvelle forme du budget des unités administratives.

Le compte de résultats, pierre angulaire: le compte de résultats forme la base de la tenue des comptes et de l'établissement du budget effectués de manière décentralisée dans les unités administratives. Il constitue aussi la base du budget et du compte d'Etat de la Confédération élaborés par la comptabilité centrale. Selon le nouveau système, les autres comptes, qui mettent l'accent sur d'autres aspects, sont sur un pied d'égalité avec les précédents.

Passage à une comptabilité basée sur des principes commerciaux: une comptabilité commerciale se caractérise par le principe de la régularisation par exercice. Cela signifie que toutes les valeurs sont comptabilisées dans la période pendant laquelle elles sont dépensées ou constituées, ce que l'on appelle dans le jargon professionnel "accrual accounting and budgeting". Sont aussi enregistrées des valeurs qui n'existent qu'au niveau comptable sans avoir d'incidence financière concrète, comme les amortissements ou les provisions. Ces deux règles sont fondamentales pour l'aperçu des résultats.

Modification des principes régissant l'établissement des comptes: le fait que les comptes sont établis en s'inspirant des normes comptables internationales pour le secteur public (International public sector accounting standards, IPSAS) garantit la transparence du compte d'Etat et la haute qualité des rapports sur les finances fédérales. La comparaison avec d'autres collectivités et avec des entreprises du secteur privé en devient plus aisée. Pour l'établissement du bilan, en particulier, l'application des nouveaux principes entraîne des corrections notables.

Gestion budgétaire: le compte de financement continue d'occuper une place prépondérante en ce qui concerne la gestion globale des finances de la Confédération selon les exigences du frein à l'endettement. De même, le plan financier triennal demeure un instrument central pour le Parlement et le Conseil fédéral. Les nouveaux supports d'information donnent une image plus précise des finances de la Confédération dans leur ensemble, du développement des dépenses dans les divers groupes de tâches et de la situation financière au sein des unités administratives.

Le principe de la gestion duale, qui est au centre du NMC, apporte des nouveautés fondamentales en particulier en ce qui concerne les unités administratives: celles-ci sont désormais gérées sur la base du compte de résultats et du compte des investissements ainsi que d'une comptabilité analytique

d'exploitation. La délégation aux offices concernés de la responsabilité de gérer les crédits et l'amélioration des informations renforcent la prise de conscience des coûts et soutiennent une gestion efficace des activités de l'administration. De plus, le modèle de gestion par mandat de prestations et enveloppe budgétaire (GMEB) sera étendu à de nombreuses autres unités administratives.

Imputation des prestations: dans des domaines sélectionnés, l'échange de prestations au sein de l'administration fédérale fait l'objet d'une imputation avec incidence sur les crédits. Avec l'imputation interne des prestations, la Confédération entend augmenter la transparence au niveau des coûts de l'activité administrative et créer une situation de concurrence non seulement entre les fournisseurs internes, mais aussi entre ces derniers et les concurrents externes. Ces deux objectifs visent à accroître la rentabilité au sein de l'administration. L'imputation des prestations n'est possible qu'à condition que le fournisseur de prestations tienne une comptabilité analytique.

Comptabilité analytique: la comptabilité analytique a pour conséquence l'introduction de la comptabilité interne dans l'ensemble de la Confédération. Trois niveaux d'application garantissent une utilisation flexible de la comptabilité analytique, qui tienne compte des besoins spécifiques des unités administratives en matière d'information. L'extension des informations liées à la gestion permet aux unités administratives de gérer leurs coûts de façon ciblée. Au niveau fédéral, elle fournit des instruments d'analyse comparative.

Rapports sur l'état des finances: les rapports changent à la fois de forme et de contenu. La nouvelle structure modulaire permet aux différents cercles intéressés de s'informer rapidement et de façon plus ou moins approfondie, selon leurs besoins, sur l'état des finances fédérales. L'objectif du nouveau système de rapports est de présenter l'état des revenus, des finances et de la fortune de la Confédération de manière fiable, claire et compréhensible. Par ailleurs, un nouvel élément s'ajoute aux rapports: une annexe étendue contenant des informations complémentaires relatives au budget et au compte.

Approche consolidée au niveau de la Confédération: dès 2008, un compte annuel consolidé doit être publié. Il devra également inclure les organisations qui, bien que juridiquement autonomes, sont étroitement liées à la Confédération sur le plan économique (par ex. le domaine des EPF). Un tel aperçu consolidé du domaine "administration publique fédérale" doit fournir de nombreuses informations supplémentaires sur les finances fédérales dans leur ensemble.

Avec ces nouveaux éléments et notamment avec l'introduction du double aperçu, le nouveau modèle comptable est à même de présenter le budget de la Confédération de manière complète et transparente. Il suit deux optiques parallèles, l'une proprement budgétaire et l'autre inspirée de l'économie d'entreprise, tout en les reliant l'une à l'autre. Ce faisant, il permet de gérer les finances fédérales en répondant aux exigences de qualité requises.

Mise en oeuvre

Le projet de NMC a été lancé au printemps 2001 par l'élaboration d'un modèle de base. L'applicabilité des principes de base du NMC a pu être testée à fin mai 2004. A fin février 2006, la mise en service des systèmes (emploi généralisé du système standard SAP) était terminée.

Les réformes découlant du NMC appelaient une révision totale de la loi et de l'ordonnance sur les finances de la Confédération. La LFC et l'ordonnance totalement révisées sont entrées en vigueur le 1er mai 2006.

Le NMC a été appliqué pour la première fois lors de l'établissement du budget 2007 et du plan financier 2008-2010. L'application du NMC à la tenue des comptes a débuté en janvier 2007. Le passage au NMC dans l'ensemble de l'administration fédérale, qui compte près de 80 services de comptabilité, constitue un défi de taille et induit des charges supplémentaires considérables. La mise en place des

nouvelles normes comptables s'avère des plus complexes tant du point de vue technique que du point de vue organisationnel. La tenue des comptes se fait désormais systématiquement grâce au logiciel standard SAP.

Il est clair qu'un projet de réorganisation de ce genre et de cette envergure n'est pas définitivement terminé une fois les résultats livrés à l'exploitation. L'introduction de la structure formelle du NMC marque seulement une étape, certes importante, dans un processus continu d'adaptation, d'amélioration et d'évolution.

4. Commissions extraparlimentaires de la Confédération : nouvelle réglementation

Le Conseil fédéral a approuvé la dissolution de 54 commissions extraparlimentaires. Il propose par ailleurs au Parlement de fixer de nouvelles dispositions sur les commissions extraparlimentaires dans la loi sur l'organisation du gouvernement et de l'administration (LOGA).

Le 7 septembre 2005, le Conseil fédéral avait décidé de procéder à l'examen des commissions extraparlimentaires de la Confédération dans le cadre de la réforme de l'administration 2005/2007 et avait confié la gestion de ce dossier à la Chancellerie fédérale.

La réalisation s'est faite en deux étapes. Dans un premier temps, le Conseil fédéral a chargé les départements de procéder à l'examen des commissions relevant de leur compétence, l'objectif fixé étant de réduire leur nombre de 30%. Dans un second temps, un projet de révision de la LOGA visant à en compléter les dispositions a été élaboré; les nouvelles normes concernent le but des commissions extraparlimentaires, les conditions de leur institution, leur représentativité et l'obligation de rendre public le montant des indemnités versées à leurs membres (modifications du ressort du Parlement). Là où les décisions relevaient de sa compétence, le Conseil fédéral a abrogé ou modifié les ordonnances et directives pertinentes. L'entrée en vigueur de la nouvelle réglementation est prévue pour le 1er janvier 2008.

Les décisions adoptées par le Conseil fédéral se traduiront par la suppression de 54 des 199 commissions extraparlimentaires fédérales recensées en novembre 2006. Ces suppressions se répartissent comme il suit: DFAE: 4; DFI: 17; DFJP: 3; DDPS: 6; DFF: 1; DFE: 13; DETEC: 10. Elles restent toutefois en deçà de l'objectif de 30% fixé par le Conseil fédéral. La dissolution d'autres organes devrait donc être proposée dans le cadre du renouvellement intégral des commissions sur lequel il statuera fin novembre 2007.

5. Mise à jour formelle du droit fédéral

Le Conseil fédéral a approuvé le message relatif à la mise à jour formelle du droit fédéral. Il propose au Parlement d'abroger totalement 31 actes juridiques de l'Assemblée fédérale qui ont perdu leur raison d'être et de biffer ou de modifier des dispositions individuelles dans 55 autres actes. Le Conseil fédéral a déjà procédé de même en ce qui concerne son domaine de compétence, puisqu'il a décidé d'abroger 168 ordonnances et de biffer ou de modifier des dispositions individuelles dans 106 autres actes.

À plusieurs reprises ces dernières années, des voix se sont élevées pour réclamer un dépoussiérage du droit fédéral. En 2006, les Chambres fédérales ont transmis une motion du conseiller aux États Philipp Stähelin (TG) allant dans ce sens. Dans le cadre de la réforme de l'administration fédérale, le Conseil fédéral propose maintenant au Parlement d'abroger 31 lois fédérales et arrêtés fédéraux, ainsi que de biffer ou d'adapter un total de 145 articles dans 55 autres actes. Il propose en outre l'abrogation d'un total de 168 ordonnances du Conseil fédéral, des départements, des offices ou d'autres organes fédéraux, de même que l'abrogation ou l'adaptation d'un total de 214 articles dans 106 autres actes. Ainsi, 11 % des actes pourront être abrogés et 8 % allégés.

6. Révision de la loi sur le personnel de la Confédération

Le 7 septembre 2005, dans le cadre de la réforme de l'administration 2005/2007 (REF 05/07), le Conseil fédéral a chargé le DFF d'examiner les possibilités de «simplification et de réduction de la densité normative en matière de personnel et de droit du personnel». Le 29 novembre 2006, il a décidé de réviser la loi sur le personnel de la Confédération et de ne pas la remplacer par le code des obligations.

Dans sa séance du 29 août 2007 le Conseil fédéral a confirmé son intention de réviser la loi. Celle-ci doit prévoir:

- une réglementation plus souple des motifs de modification ou de résiliation ordinaire du contrat de travail;
- le remplacement de l'obligation d'affecter à un autre poste l'employé dont le contrat est résilié sans qu'il y ait eu faute de sa part par une obligation, formulée de manière plus large, de soutenir l'évolution professionnelle;
- la simplification de la procédure de décision et de règlement des litiges;
- l'élargissement de la possibilité d'assujettir au code des obligations des employés particuliers et des catégories entières de personnel;
- le renforcement des mesures de gestion et de contrôle de gestion en matière de personnel.

Le projet destiné à la consultation sera soumis au Conseil fédéral avant la fin de l'année 2007; la consultation sera ensuite ouverte (durée 3 mois). Selon la planification actuelle, le message relatif à la révision de la loi sur le personnel de la Confédération sera approuvé à la fin de l'année 2008 par le Conseil fédéral, puis transmis au Parlement. La loi révisée sur le personnel de la Confédération devrait donc – si les débats parlementaires le permettent – entrer en vigueur en 2010.

7. Changement de régime dans la prévoyance professionnelle – passage de la primauté des prestations à la primauté des cotisations

La prévoyance professionnelle du personnel de la Confédération a longtemps fait l'objet de propositions et de débats. Des changements en profondeur n'ont toutefois pu être entrepris qu'après l'adoption par le Parlement de la loi fédérale du 20 décembre 2006 régissant la Caisse fédérale de pensions (loi relative à PUBLICA).

Cette loi modifie complètement le régime de prévoyance, dans la mesure où elle remplace la primauté des prestations par la primauté des cotisations. Alors que, sous le régime de la primauté des prestations, le montant des rentes correspond à un pourcentage fixe du dernier salaire assuré aucune prestation fixe n'est prédéfinie sous le régime de la primauté des cotisations. Ce dernier ne fixe que les cotisations individuelles. Au moment du départ à la retraite, la somme des cotisations versées par l'employeur et la personne employée, augmentée des intérêts, est convertie en rente à vie. Plus le départ à la retraite intervient tard et plus la personne concernée a travaillé et cotisé longtemps, plus la rente sera élevée.

Ce changement de régime doit en premier lieu améliorer la transparence de la prévoyance professionnelle. Il devrait notamment éliminer les fausses solidarités. Sous le régime de la primauté des prestations, avec son financement caractéristique, il arrivait par exemple que des personnes accomplissant une carrière relativement brève à un niveau modeste contribuent à financer les prestations versées à des personnes dont la carrière progressait fortement jusqu'à un âge avancé. De plus, une partie du risque lié à

l'inflation a été reportée de l'employeur sur les employés. Par le passé, l'employeur devait, en période d'inflation, verser des cotisations plus élevées que l'employé pour garantir le versement des prestations promises. De plus, le régime de la primauté des cotisations convient mieux à la flexibilité actuelle des rapports de travail (temps partiels, congés sabbatiques, etc.). Enfin, et c'est peut-être l'essentiel, le nouveau régime de prévoyance tient aussi compte de l'évolution démographique: l'augmentation automatique du niveau des rentes avec l'allongement de la période de cotisation incitera les collaborateurs à demeurer actifs plus longtemps. En effet, les cotisations versées pendant la période active sont formatrices de rente jusqu'à l'âge de 70 ans.

Précision concernant l'organisation: Fondée en 1921, la Caisse fédérale de pensions a fait partie de l'administration fédérale pendant des décennies; depuis 1975, en tant que division de l'office intitulé Caisse fédérale d'assurance (CFA). La CFA a été dissoute en 2000 et remplacée par la nouvelle Caisse fédérale de pensions (PUBLICA), un établissement indépendant sur le plan administratif et juridique. Conformément à la loi, tous les collaborateurs et collaboratrices de l'administration fédérale sont assurés auprès de PUBLICA contre les conséquences économiques de la vieillesse, de l'invalidité et du décès. Ils constituent ainsi une caisse commune de prévoyance, dotée de son propre règlement de prévoyance. Les organisations particulièrement proches de la Confédération peuvent également s'affilier à PUBLICA et former chacune sa propre caisse de prévoyance avec son propre règlement.

8. Centralisation des marchés publics de la Confédération

Avec effet au 1er janvier 2007, la Confédération a centralisé ses marchés publics. Les services d'achats sont ramenés à trois – à savoir l'Office fédéral des constructions et de la logistique (OFCL), responsable des achats de l'administration civile de la Confédération, armasuisse, responsable des acquisitions de l'armée, ainsi que la Centrale des voyages de la Confédération (CVC) qui est compétente pour ses voyages d'affaires. Les changements se basent sur une nouvelle ordonnance du Conseil fédéral. Cette centralisation, qui permet le groupement des achats, améliore la position de la Confédération sur le marché et renforce le principe de concurrence. De plus, la concentration des commandes permettra de réaliser des économies. L'entrée en vigueur de cette ordonnance a marqué la fin du projet "Simplification de l'organisation des achats" dans le cadre de la réforme de l'administration fédérale 2005/2007. Résultant d'un projet d'exécution, le Département fédéral des finances (DFF) met sur pied un controlling stratégique des marchés publics, élabore une statistique centralisée des achats et travaillera à l'avenir avec un système assurant une claire identification des créanciers.

La Confédération conclut chaque année avec le secteur privé des marchés portant sur l'acquisition de biens, la fourniture de services et l'exécution de travaux de construction en très grand nombre. L'organisation de ces acquisitions revêt une grande importance si l'on veut qu'elles se déroulent de façon rationnelle et avec le professionnalisme requis. La nouvelle ordonnance sur l'organisation des marchés publics, qui est entrée en vigueur le 1er janvier 2007, a centralisé les achats de biens. Elle règle en plus les attributions et les compétences des services restants – l'OFCL, armasuisse et la CVC. Elle permet d'éviter les doubles emplois, de garantir l'efficacité économique d'achats axés sur les prestations et d'améliorer la transparence dans les marchés publics.

La centralisation systématique des achats se traduit par la mise en place d'une stratégie d'acquisition et favorise le groupement des commandes. La nouvelle ordonnance, assortie de mesures d'optimisation, conduira à des économies estimées à plus de 20 millions de francs par année. Cette centralisation n'a pas entraîné de suppression directe de postes.

Des prestations, en particulier les conseils et les études scientifiques, peuvent cependant continuer à être acquises par les départements et les offices. A cette fin, des services de coordination sont créés afin de promouvoir la qualité et une stratégie uniforme fondée sur la concurrence. Ces services proposent une

assistance pour toutes les activités d'achat. La nouvelle ordonnance oblige en outre les départements à instituer un système de contrôle interne et à surveiller les acquisitions de prestations dans leur domaine de compétence.

L'entrée en vigueur de l'ordonnance sur l'organisation des marchés publics a marqué l'aboutissement du projet "Simplification de l'organisation des achats" dans le cadre de la réforme de l'administration fédérale.

Résultant d'un projet d'exécution, le Département fédéral des finances met sur pied un controlling stratégique des marchés publics, élabore une statistique centralisée des achats et travaillera à l'avenir avec un système assurant une claire identification des créanciers. Il est ainsi prévu d'attribuer à chaque fournisseur un numéro unique d'identification valable pour l'ensemble de l'administration fédérale. La Commission des achats de la Confédération, le Centre de compétence des marchés publics de la Confédération, l'Administration fédérale des finances et d'autres services fédéraux sont impliqués dans les travaux.

Vous trouvez différents documents relatifs à la réforme de l'administration sur le site Internet à l'adresse: <http://www.efd.admin.ch/themen/00796/01029/index.html?lang=fr>

9. E-Government: Stratégie nationale et convention de collaboration entre les différents niveaux du fédéralisme

Le Conseil fédéral a adopté le 24 janvier 2007 une stratégie nationale en matière de cyberadministration («E-Government»). La stratégie vise à exploiter les technologies de l'information et de la communication (TIC) pour aménager sur tout le territoire suisse l'activité administrative pour qu'elle soit plus proche des citoyens, plus efficiente et la plus économique possible. La stratégie fixe trois objectifs énumérés dans leur ordre d'importance décroissant :

- L'économie effectue les transactions administratives avec les autorités par voie électronique.
- Les autorités ont modernisé leurs processus et communiquent entre elles par voie électronique.
- La population peut régler ses affaires importantes – répétitives ou complexes – avec les autorités par voie électronique.

Une convention-cadre de droit public entre Confédération et cantons concernant la collaboration en matière de cyberadministration en Suisse définit l'organisation et les règles pour la mise en œuvre de la stratégie pour les années 2007 à 2011. La convention a été approuvée par le Conseil fédéral le 29 août 2007 ; elle avait précédemment été approuvée par la Conférence des gouvernements cantonaux. La convention prévoit la mise en place d'un comité de pilotage composé de 3 représentants de haut niveau de chacun des 3 échelons fédéraux et qui sera responsable de la mise en œuvre coordonnée de la stratégie. L'organisation comprend en outre une direction opérationnelle, rattachée à l'Unité de stratégie informatique de la Confédération, ainsi qu'un conseil d'experts.

La signature de la convention n'entraîne pas d'obligations financières directes pour la Confédération et les cantons. Les décisions relatives au financement seront prises dans le cadre de la mise en œuvre de projets prioritaires. Ces projets sont mentionnés dans un «catalogue des projets prioritaires», qui constitue l'instrument central de la mise en œuvre. Celui-ci sera mis à jour régulièrement par la direction opérationnelle, en collaboration avec des spécialistes des cantons, des villes et des communes, puis soumis à l'approbation du comité de pilotage.

Pour plus d'informations, consulter :

<http://internet.isb.admin.ch/themen/egovernment/index.html?lang=fr>

10. Traitement des données et des documents électroniques au sein de l'administration fédérale

Le "Concept 2007" vise à promouvoir la transparence, la communication simplifiée avec les autorités fédérales et la conservation de la mémoire de la société de l'information de la Suisse. Il est le pré-requis pour assurer le traitement standardisé et uniforme des données et des documents électroniques au sein de l'administration fédérale.

Reposant sur une évaluation de la situation effectuée par les Archives fédérales suisses (AFS), ce document ébauche une vision et définit à grands traits les objectifs du traitement standardisé et uniforme des données et des documents électroniques au sein de l'administration fédérale. Le but est de satisfaire de manière centralisée aux pré-requis d'une gestion administrative électronique efficace, en encourageant la transparence des processus, la simplicité de la communication avec les autorités fédérales et la préservation d'une mémoire de la société de l'information en Suisse. Dans ce contexte, la gestion de l'information est appelée à devenir une tâche de gestion essentielle, exercée au quotidien, de la future administration numérique.

Le document de base des AFS souligne en outre que le traitement standardisé et uniforme des données et des documents électroniques est une condition préalable fondamentale de la mise en place de la cyberadministration et qu'il est donc étroitement lié à la stratégie suisse de cyberadministration.

Il s'ensuit que le Concept 2007 doit être développé en collaboration avec les services compétents (en particulier avec le Conseil informatique/Unité stratégie de l'informatique de la Confédération (CI/USIC), Office fédéral de l'informatique et des télécommunications (OFIT), la Chancellerie fédérale (ChF), l'Office fédéral de la communication (OFCOM) et coordonné avec les autres projets de cyberadministration.

Le projet esquisse aussi un plan d'action pour les trois à cinq ans à venir, avec des propositions concrètes, dont voici les principales:

- gestion intégrale des informations numériques de l'administration fédérale, de la production à l'archivage (gestion du cycle de vie de l'information);
- mise en place d'une plateforme d'information et de processus commune au Conseil fédéral, aux services du Parlement, à la Chancellerie fédérale, aux secrétariats généraux et aux offices fédéraux;
- unification des systèmes hétérogènes de gestion de l'information actuellement utilisés dans l'administration fédérale.

Le DFI a présenté ce document au Conseil fédéral le 21 décembre 2006. Après examen, ce dernier a chargé les AFS d'élaborer un plan d'action détaillé visant à assurer le traitement standardisé et uniforme des données et des documents électroniques au sein de l'administration fédérale.

Le Concept 2007, avec ses propositions concrètes relatives au traitement intégral et efficace des données et des documents électroniques, doit être présenté au Conseil fédéral fin juin 2007.

11. Stratégie "eHealth"

Le Conseil fédéral a approuvé le 27 juin 2007 la stratégie suisse en matière de cybersanté ("eHealth") proposée par le Département fédéral de l'intérieur, pour la période allant de 2007 à 2015. La stratégie doit permettre l'accès à un système de santé de qualité, efficient, sûr et avantageux financièrement.

En dépit de son haut niveau de développement, la Suisse accuse un retard par rapport à l'étranger dans les "services électroniques de santé (eHealth)". L'organisation fédéraliste de la couverture médicale encourage certes des solutions pragmatiques, mais complique l'unification du système.

C'est pourquoi, en janvier 2006, le Conseil fédéral a chargé le DFI de présenter un concept de stratégie nationale "eHealth", accompagné des mesures d'application. Le projet a été élaboré en commun par l'Office fédéral de la santé publique, l'Office fédéral de la communication ainsi que la Conférence des directrices et directeurs cantonaux de la santé. Il repose sur une analyse de situation et apporte des éclaircissements sur les objectifs, les domaines d'action, les coûts, les partenariats, la manière de procéder et le calendrier de réalisation du système de cybersanté. Il est axé sur l'individu et son droit à l'autodétermination en matière d'information.

L'essentiel du projet

La stratégie de cybersanté met l'accent sur trois champs d'activité:

- "Dossier électronique du patient": d'ici 2015, chaque patient devra disposer de son dossier électronique personnel. En effet, pour atteindre l'objectif consistant à améliorer l'efficacité, la qualité et la sécurité des services de santé, il est indispensable que les prestataires de soins puissent accéder, indépendamment du temps et du lieu, aux informations dont ils ont besoin pour traiter leurs patients. Le dossier électronique devra être conçu de manière à garantir la sécurité, la protection et la maîtrise des données et à préserver les droits de la personnalité des patients.
- "Informations et services en ligne": l'amélioration des compétences de la population dans le domaine de la santé est un objectif fondamental de la Confédération, des cantons et des communes. C'est pourquoi les autorités doivent développer la fourniture d'informations et de services en ligne de qualité par le biais des TIC.
- "Application et développement de la stratégie": le DFI propose, à titre de mesure prioritaire visant à assurer la mise en œuvre de la stratégie de cybersanté, que la Confédération et les cantons créent, dès 2007, un organe national de coordination et concluent une convention-cadre à cet effet. Une seconde mesure prioritaire a pour but de clarifier les questions juridiques et de lancer les procédures de révision législative nécessaires sur le plan fédéral et cantonal d'ici fin 2008.

La carte d'assuré

Appelée à jouer un rôle d'éclaireur en vue de la mise en œuvre de la stratégie de cybersanté, la carte d'assuré mérite que l'on s'y arrête. Le Parlement a créé la base légale de l'utilisation de cette carte électronique en adoptant l'art. 42a de la loi sur l'assurance-maladie (LAMal), et le Conseil fédéral lui a emboîté le pas en arrêtant, le 14 février 2007, l'ordonnance sur la carte d'assuré pour l'assurance obligatoire des soins (OCA). L'objectif prioritaire consiste à diminuer le travail administratif grâce à un processus reposant intégralement sur des données électroniques. La carte d'assuré sera émise dans le courant de 2008 et, dès le début de 2009, tous les assurés devront la présenter pour se faire rembourser par

leur assurance-maladie les prestations fournies par les médecins, les hôpitaux ou les pharmacies. A la demande du patient, des données médicales importantes en vue d'un éventuel traitement médical pourront aussi y être enregistrées. Si elle s'impose dans la pratique en apportant le gain d'efficacité escompté, la carte d'assuré aura préparé le terrain aux autres applications découlant de la stratégie de cybersanté.

12. Sous-projet médias électroniques

Contexte

On note dans l'administration fédérale des besoins croissants en médias électroniques (audiovisuel, multimédias, médias électroniques, imprimés, publications web, programmes interactifs d'information et de formation), à des fins d'information, de communication et de formation.

La production des médias électroniques est confiée d'une part à des spécialistes (réalisateurs, auteurs, concepteurs de mises en page, graphistes, photographes, programmeurs de multimédias, etc.). D'autre part, des médias électroniques sont également produits en interne par des collaborateurs de tous profils. Enfin, une partie de la production est externalisée.

Les processus ne sont pas uniformément réglés. Les diverses phases que sont la conception, la production médiatique et la réalisation (par des imprimeries externes, des éditeurs de CD, etc.) se présentent de manière très hétérogène.

La présence de compétences internes est très variable : pour ce qui est notamment de la production semi-professionnelle, les besoins s'accroissent en matière d'accompagnement de projets.

Les volumes des mandats et de la production de l'administration fédérale ne sont pas recensés, mais on peut admettre qu'ils sont considérables et qu'ils augmentent constamment.

Mandat en général

Il s'agit de produire, par des processus uniformes, des médias électroniques qui répondent, sur les plans qualitatif et quantitatif, aux exigences de l'information, de la communication et de la formation dans l'administration fédérale. Par une exploitation systématique des synergies, les ressources pourront être planifiées et engagées de façon optimale. L'objectif sera atteint par un pilotage central des processus, une centralisation (partielle) des moyens de production existants et un regroupement organisationnel des ressources (en diminution constante), ou encore par une externalisation.

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TURKEY

Prime Ministerial Circular on Citizenship Card (2007/16)

By the Prime Ministerial Circular published in the Official Gazette on July 4, 2007, the Project on Citizenship Smart Card Project which is the additional action plan of **Information Society Strategy** has been launched.

The citizenship card will;

- Enable the public services to be provided electronically on safe and reliable infrastructures in a citizen oriented and high quality ways,
- Simplify and speed up the works and transactions in the daily lives of the citizens.
- Prevent the irregularities which result from the failure of detecting the identity of the citizens correctly by traditional methods in service provision.

With this aspect, the followings are aimed;

- Enabling the electronic citizenship card which covers biometric components as well to be used for identity verification and collecting all the identity verification functions in a single electronic card,
- Implementing the pilot application in social security field and conducting the generalization activities according to the results of this application.

On the citizenship card which will be replaced with the identification card that is still in use, there will be only static information; thus the changing information will not be included. The content of the card will be basically the information about the identity of the card owner.

In the services provided by the citizenship card, identity verification methods (code, photograph, biometric data), will be used in different security levels according to the service type. Finger print match will be used as biometric identity verification method. The finger print data will be available only on the card and will not be kept in any central database. The personal data on this card will be protected and abuses will not be allowed.

Agency of Supporting Agriculture and Rural Development has been established.

By the law published in the Official Gazette dated May 18, 2007;

In line with the principles and objectives foreseen in the national development plans, programs and strategies, **Agency of Supporting Agriculture and Rural Development** has been established in order to

realize the activities concerning the implementation of the rural development programs in a way to cover the resources provided by the European Union and international organizations.

The duties and authorities of the Agency are as follows:

- To run the publicity, training, consultancy and steering activities for the beneficiaries to utilize from the supports at utmost level.
- To accept the applications for projects and activities, to carry out the pre-examinations and on-site controls of these applications, to evaluate the projects and activities according to the application conditions, evaluation and selection criteria.
- To determine the projects and activities which will be supported, to prepare their application contracts and to sign a contract with the beneficiaries whose applications are deemed proper and to run the operations relating the applications that are not deemed.
- To carry out the accrual, payment and accounting transactions concerning the project and activities and the controls about them.
- To monitor the implementation of the projects and activities, to follow whether the beneficiaries comply with the terms and conditions of the contract, to carry out the necessary controls in line with those aims.
- To report the progress and developments, to prepare the needed information, documents and reports taking into consideration the legislation of the European Union and to submit them to the competent institutions and agencies.
- To inform the relevant agencies about the opinions and proposals for change for activating the programs and supports.
- To establish a safe database and information processing system about the duties and activities of the Agency.
- To carry out the administrative arrangements about the activities of the Agency.

In issues relating to its duties, the Agency is charged and authorized to provide necessary cooperation and coordination with the legal entities of public or private law, natural persons, non-governmental organizations, European Commission and international organizations.

EUROPEAN COMMISSION

European Transparency Initiative

The European 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 sometimes 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 involved. In its Communication adopted on 21 March 2007, the Commission decided to open a **public register for all interest representatives** working to influence EU institutions. Taking a broad view of "lobbying" – from public affairs consultancies, corporate lobbyists and law firms to NGOs and think tanks – the Commission invites all these groups or bodies to register publicly whom they represent and what their objectives are. They are invited to declare funding sources and major clients. This ensures the Commission as well as the public can identify and assess the driving forces behind lobby efforts. The register, which will be opened in spring 2008, will be complemented by a **code of conduct** drawn up by the Commission in discussion with stakeholders. Sanctions will apply in case of inaccurate information provided or breaches of the code.

The Commission will reinforce the application of the **Minimum Standards for Consultation**. To improve the consistency of open, public consultations, the Commission is creating a new **standard consultation website** for Directorates-General, which will be connected to the portal Your Voice in Europe. Stakeholders listed in the above-mentioned Register of interest representatives will be alerted to new consultations published on Your Voice in Europe.

The European Commission has taken concrete actions to improve its own transparency vis-à-vis Europe's citizens: as from 2008, there will be annual ex-post **publication, by the authorities of the Member States, of beneficiaries of EU money** received from the Structural Funds; similarly, the Member States will publish the beneficiaries of funds under the Common Agricultural Policy as from 2009. For the funds managed centrally by the European Commission, a central web portal was created, acting as a single entry point, which will establish links to information on end beneficiaries, 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 the above-mentioned 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/civil_society/consultation_standards/index_en.htm

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

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

Flexible working conditions

The main objective of the so-called 'flexitime' scheme is to allow flexibility within a 37 ½ hrs week.

The Commission considers 'flexitime' an important element for the better conciliation of professional and private lives, which should be available to all its personnel.

'Flexitime' existed in the Commission since 1986, but its administratively heavy rules were an obstacle for its more wide-spread use: The decision to apply flexitime depended on each Head of Unit, as a result it was very arbitrarily spread within the Commission.

It was therefore decided to reinforce the use of flexitime in its services by up-dating the rules and by making flexitime an obligatory offer in all DGs: This new "Guide to flexitime" entered into force on 1 January 2007, with an obligation for all DGs to offer flexitime to its staff as of 1 April 2007.

Flexitime is available now to all staff; it is successfully operational in all Directorates-General and on all sites, only the core time may differ whereas the rules are the same.

The aim of flexitime is not recuperation. Recuperation is possible, within limits, but always needs prior approval and is subject to compatibility with the interest of the service.

For the management of flexitime, the Directorate General for IT has developed a specific online-tool which is at the disposal of all Directorates-General:

Working times are encoded manually, there is no central automatic control system (e.g. magnetic cards), nor is this envisaged by the Administration.

Some figures: 40-50% of the Commission staff uses flexitime. On average, they work 12-15 hrs above the monthly standard hours; less than 50% of the accumulated time credits are being recuperated, but figures vary greatly between DGs.

Human Resources Professionalisation Programme

A programme of continuous professional development for all members of the Human Resources (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

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. Since the launch of the Programme in November 2006 several courses/events have been offered which have attracted more than 500 participants (HR Overview courses for HR staff at different hierarchical levels; courses on HR metrics, HR Matters Live Lunchtime Debates, HR Master Classes with High-Level External Speakers)

In addition to the HR Professionalisation initiatives, the Commission has also established a Strategic HRM Working Group mandated to analyse the recommendations set out in the Deloitte Report on the Strategic Alignment of HRM in the Commission. The Group is to assess the appropriateness of the recommendations to the Commission's HRM services and delivery, and to identify and prioritise the actions required to implement the recommendations.

For further information

http://ec.europa.eu/civil_service/admin/perform/index_en.htm#2