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**FICHES DE DONNÉES PAR PAYS
COUNTRY FACTSHEETS**

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*Ces fiches de données ont été préparées par les pays eux-mêmes. Elles sont présentées au Comité pour information.
These country factsheets were prepared by the countries themselves. They are presented to the Committee for information.*

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AUSTRALIA

Workplace Agreement Making

During the year to October 2004 there were 99 certified agreements operating in the Australian Public Service (APS), each applying to an individual APS agency or part of an agency. Around 98% of these are stand alone agreements that displace other workplace relations instruments. In addition, there were about 10 791 operative Australian Workplace Agreements (AWAs) with individual employees, with 8 934 covering staff below the Senior Executive Service (SES) level.

Remuneration Trends

The Department of Employment and Workplace Relations (DEWR) commissioned a survey of remuneration as at December 2003 for SES and non-SES staff. The Surveys and Key Pay Indicators can be found at www.workplace.gov.au/PublicSector by following the DEWR Remuneration Surveys and Key Pay Indicators (KPI) link.

Integrated Leadership System

The Integrated Leadership System (ILS) articulates the desired leadership capabilities for Australian Public Service Commission (APS Commission) employees at executive and senior executive level across the whole APS, and provides guidance to agencies and individual APS employees to ensure an appropriate mix of leadership, management and technical skills. It also provides agencies with the flexibility to incorporate their own unique leadership programs and adapt it to their business requirements, while building on the valuable APS-wide initiatives of recent years.

The ILS contains several elements including support tools for agency Human Resource practitioners and individuals for career and workforce planning. A major component is the Leadership Pathway, which describes the behaviours of leaders through the executive and senior executive levels of the Service. It draws on recent Management Advisory Committee work on whole-of-government issues management, and on organisational renewal in the face of the ageing of the Service. It will provide tangible support for APS-wide leadership development, and encourage better workforce planning and succession management.

The ILS was launched in Canberra and is currently being rolled out in all state and territory capital cities. The APS Commission is working closely with agencies to customise the ILS as necessary to meet their requirements. A number of new programs based on the ILS are in design and development stages.

For further information see www.apsc.gov.au or email to the Leadership Learning and Development Group of the APS Commission at: ils@apsc.gov.au.

AUSTRIA

The current Administrative Innovation Program VIP 3 (since summer 2003) mainly focuses on the following four topics:

- concentration of public services on core functions streamlining of processes;
- "stronger citizen orientation" and quality management;
- output-oriented administration; and
- development and management of personnel

By June 2004 76% of the 132 different projects could be finalized and 66 of them could already be successfully completed. One of them is:

- **The project "E-Recht"("Electronic Law"):** since January 2004 the announcements of new laws in the "Bundesgesetzblatt" have been published in the internet instead of being distributed in printed version.
 - In 1999, the first talks concerning a reform of the production of legal texts were held in Austria. In early February 2000 the Federal Chancellery prepared a discussion paper according to which, primarily for the purpose of cost-cutting, the texts of legislation drawn up by ministries were to be given a uniform layout and were to be prepared on the same electronic text basis from draft to publication in the Federal Law Gazette.
 - The E-RECHT ("Electronic Law") project aims at creating one continuous electronic production channel from the invitation to comment on legislation to promulgation (on the Internet). As a result, it will only be required to enter amendments to the text during the legislative stages (for example by a committee, or in the plenary of the Nationalrat). In the future, texts of law on paper are to be replaced by electronic texts, that is to say, printed government bills, committee reports and other parliamentary printed matter will cease to exist. Technology will make it possible for every citizen to have electronic access to legal texts from draft to publication at any stage of process. Shifting the layout of the text to an earlier stage in law-making facilitates the editing of the Federal Law Gazette in the Federal Chancellery but leads to a considerable additional workload in Parliament. The introduction of a continuous electronic channel also changes requirements on the database because it must be possible to query legally authentic texts at an early point of time.
 - The re-design of the legislative procedure for the ministries was formally adopted by resolution of the Austrian federal government of 6 June 2001. The Conference of Presidents of the Nationalrat also advocated the implementation of the E-RECHT project in 2001. However, at the same time the Presidents called for better EDP equipment for the members of Parliament.

- To translate E-RECHT (E-LAW) into reality, two projects were launched by the Administration of Parliament in view of the complex task on hand and the brief period available by decision of the federal government (trial operations were to start as early as on 1 September 2001):
- the “Implementing E-Law” project (in April 2001) to ensure one continuous electronic channel for the legislative procedure in the Nationalrat and the Bundesrat, as well as the “Roll-out Plan for laptops to be used by members of Parliament” is **fully** completed.
- The project “e-stipendium” – use of electronic data exchange in granting scholarships

The project has started with fall 2002. Its purpose is the use of electronic data exchange by the student grants association in handling scholarships. Due to a business-process-re-engineering all necessary students’ data are made available for the student grants association through direct access to data banks of different authorities (universities, etc.). There will be no longer need for the applicants to provide all needed data by themselves. In one year’s time it should be possible for the association to check automatically whether a student is entitled to a scholarship or not and to grant a new or to renew automatically an existing one. At about half of Austria’s universities electronic application for scholarship is already possible. Due to different administrative innovation processes the amount of time needed for the whole “granting – process” from scratch (meaning the electronic application) to the final act could be reduced since 1999 from 47 to 20 days. Further shorting of processing time will follow.

- **The project “Leadership Academy (LEA)”** ensures the high quality of school management by training headmasters and headmistresses in the use of management-tools such as networking in order to improve their communication. In this way the participants should be enabled to develop and to implement new ideas in their daily work.

It subtiles “synergy as a programme” meaning that by neglecting the classical method of organisation of seminaries, it focuses on well arranged learning matters like:

1. orientation giving impulse-statements in front of all participants;
2. activity oriented workshops for special matters;
3. offer of a broad variety means to improve the personal learning skills;
4. coaching among colleagues in small teams (six participants); as well as
5. intensive personal contact with the possibility to compare notes within a study-partnership.

BELGIUM

The Copernicus Reform: New developments

Context

The reform of the Belgian Federal Administration, called “Copernicus”, was born under the first Verhofstadt Government (1999-2003).

The second Verhofstadt Government, formed July 2003, gave the reform new accents, while confirming the will to continue the modernising process aimed at:

- a better service to the citizen;
- a better work environment for the civil servant.

This document shows **the main evolutions** which occurred around the four pillars of the reform.

Pillar one: A new organisational structure

- The structure of the federal administration is still such as presented in the initial plan: vertical and horizontal Federal Public Services (FPSs) and Federal Public Planning Services (PPSs).

In this regard, it is to be noted that:

- the Ministry of Defence has not been through the transformation process to become a federal public service;
- **only 4 of the PPSs initially envisaged** in the plan of the reform **are effectively operational**. The PPS Telecommunications and Asset Management do not exist at present time. As for the PPS Equal Opportunities Policy, it was finally created as a semi-public institution, the Institute for Equal opportunities between men and women (“*Institut pour l'égalité des femmes et des hommes*”).
- An important **modification** relates to the **1/1 relation** introduced by the Copernicus plan between **one FPS and one minister**. Indeed, due to the bursting of competences at the set up of the new government, again some FPSs report to more than one minister, what involves a reduced efficiency and effectiveness.
- An **important nuance** was brought to the **role of the strategic policy unit** by the royal decree of 19 July 2003 (Belgian Monitor of 25 July 2003): from now on, the strategic policy unit **supports the minister** for the preparation of the policy. Consequently, the director of the strategic policy unit **reports directly to the minister in charge**.

In the basic text, the strategic policy unit supported the Policy Council and the Board of Management for the preparation and the evaluation of the policy. The head of the strategic policy unit reported directly to the Policy Council and to the President of the Board of Management.

This modification clearly indicates a shifting of the preparation of the policy from the FPS towards the minister.

Pillar two: A new management culture

- The principle of the appointment of managers for a six-year mandate is maintained.

Two revisions occurred at this level:

- the **remuneration** of managers has been **brought down** (royal decree of 9 March 2004 – Belgian Monitor of 22 March, 2004). This applies only to the newly appointed managers, and will apply to the other ones in the case of a second mandate;
- the selection procedures were re-examined in order to ensure an equal treatment between the French-speaking and the Dutch-speaking candidates (royal decrees of 15 June 2004 – Belgian Monitors of 7 and 23 July 2004).

It is to be noted that the evaluation procedure of the managers has not been applied yet and that the method is still under revision.

- The “Development Circles” take form.

The philosophy of the new evaluation cycle, aiming at a richer dialogue between chief of staff and staff members is progressively taking form in the federal entities.

In spite of a certain delay in the planning process, the development circles are shaping up as an efficient mean of human resource management.

- The level of responsibility of managers.

The principle of the plan for personnel resources was established by the circular of 5 March 2004 (Belgian Monitor of 29 March 2004).

The plan for personnel resources and the assigned budget were intended to increase the level of responsibility of the managers in the administration of their means.

In practice however, **a priori controls remain** (inspection of finance, administrative and budgetary control), whereas it was initially planned to introduce a system of internal audit and a a posteriori control, on the basis of the results and the achieving of the objectives defined in the management plans.

Pillar three: A modern vision for human resource management

Under the first legislature, the accent was laid on the revision of the careers at levels B, C and D. Those are characterised by a pecuniary revalorisation based on a system of **measurement of competences**.

In August 2004, the career at level A was also finalised (royal decree of 4 August 2004 – Belgian Monitor of 16 August 2004). The **job channels and the certified trainings** lie in the heart of the development of this career. In the long term, certified trainings will also be introduced for the levels B, C and D.

Pillar four: New ways of working

The BPRs (business processes re-engineering), renamed “modernising projects”, go on according to the same methodology. It should be noted that for the last carried out projects, the intervention of external consultants was limited to a minimum, for the benefit of the **internal expertise** of the FPS Personnel and Organisation.

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CANADA

“Whistleblower” legislation

- New legislation was tabled in October 2004 to establish a mechanism for the disclosure of wrongdoing in the public sector and to protect public servants who make disclosures. The proposed *Public Servants Disclosure Protection Act* is commonly referred to as “whistleblowing legislation”.
- The proposed legislation covers all federal public sector employees, including those in Crown Corporations. It requires heads of federal organizations to establish an internal disclosure mechanism, calls for the establishment of a code of conduct, and provides substantial protections in law from reprisal for good faith disclosures.
- The proposed Bill strengthens both the independence and the powers of the neutral third party for disclosure investigations by assigning this role to the President of the Public Service Commission. Specifically, the President will have investigative powers under the *Inquiries Act* and will have the power to set deadlines for chief executives to respond to his or her recommendations.
- The proposed Bill also clarifies language to confirm that public servants can choose to go directly to the President of the Public Service Commission, if for some reason it is neither possible nor appropriate to use their internal disclosure mechanism.

Other revisions include:

- strengthening confidentiality provisions for those who make disclosures;
- providing protection from reprisal for authorized public disclosures;
- providing retroactive reprisal protection to 10 February 2004 for information provided to parliamentary committees or inquiries in respect of the Auditor General’s 2003 report;
- extending the time allowed for making a reprisal complaint; and
- adding a commitment to consult bargaining agents on the development of a Code of Conduct.

The new proposed legislation maintains a number of features of the Bill tabled in the previous Parliament. These include:

- a commitment to establish a Charter of Values of the Public Service;

- providing employees with the ability to disclose a wide range of perceived wrongdoing to their supervisor, to a senior officer, or to the designated neutral third party, which will be the President of the Public Service Commission;
- ensuring protection for employees from any form of reprisal; and
- keeping deputy heads and chief executives fully accountable for the management of their organizations, including establishing internal disclosure mechanisms and, responding to the recommendations of the President of the Public Service Commission.

Related documents are also posted on
www.hrma-agrh.gc.ca/media/media_menu_e.asp

Report on Smart Regulation

- In September 2004, Canada's External Advisory Committee on Smart Regulation completed its work by issuing its report, titled *Smart Regulation: A Regulatory Strategy for Canada*.
- The Committee proposed ways to improve and modernize the regulatory system in light of evolving needs, demands and challenges of the 21st century and to identify priority areas for government action. Members were appointed based on their knowledge of regulatory issues and their commitment to the public interest. They brought with them a diversity of personal, professional and regional experience and did not represent a specific constituency or particular interest. The Committee served as an external advisory body at arms length from government, and the report was informed by consultations with non-governmental organizations, business associations and academics, as well as federal, provincial and territorial government officials.
- The Committee examined regulation as part of a continuum of government action, which includes scientific and policy research, policy development, the application and enforcement of a range of instruments, including formal rules, such as statutes, subordinate legislation (regulations) and ministerial orders, as well as less formal instruments, such as standards, guidelines, codes, and education and information campaigns.
- A high-performing system requires a close interrelationship between these elements. Smart Regulation, therefore, is not about deregulation. Rather, it is about finding improved ways to protect the health and safety of Canadians and the environment, while at the same time making the regulatory system less complex, more responsive and effective. Smart Regulation involves using the regulatory system to generate social and environmental benefits while enhancing the conditions for an innovative economy.
- The President of the Treasury Board will lead the development and implementation of the regulatory governance framework. Other ministers will collaborate to improve and modernize regulation in areas such as natural resources, environmental protection, biotechnology, health, food safety and transportation.

For further information, see:
<http://www.smartregulation.gc.ca>

CZECH REPUBLIC

Central state administration reform

Current issues and objectives of the central state administration reform in the Czech Republic were incorporated in the overall strategic paper *Approach to Central State Administration Modernisation and Reform* approved by the Government of the Czech Republic on 17 March 2004. This paper covers five main areas related to the central state administration reform:

- rationalisation of processes in central state administration;
- improvement of management in central state administration;
- improvement of quality in central state administration;
- implementation and improvement of civil service; and
- rationalisation of the finance and budgetary procedures in central state administration.

According to this strategic paper, there is a schedule for the total number of 15 projects (projects A.1-E.3, see the Annex for the complete list of the projects) for implementation of concrete goals and outcomes within the above-mentioned areas. Most projects are planned for the period 2005 – 2006. Each central state administration body responsible for one or more particular projects already appointed their respective project managers.

A project manager is charged with elaboration of a project schedule and implementation of outcomes planned within it. Regarding a scope and a time schedule of each project, project teams are also created whose members are mostly delegates of central state administration bodies. The aim is to ensure the smooth implementation of project tasks and an informal day-to-day communication among central state administration bodies.

Until now, four project teams were composed and launched their functioning. These are, namely, teams for Project A.1 Identification of the mission statement (targets) of the central state administration bodies; Project B.2 Modern managerial techniques in the central state administration; Project D.1 Implementation of the Civil Service Act (on 13 October 2004 Chamber of Deputies of Parliament of the Czech Republic passed in the third reading a “Government law proposal on changes of some acts regarding the implementation of the reform of public finances in the field of remuneration”, including postponement of entering the Civil Service Act (218 Coll.) into force on 1 January 2007); and Project E.3 Unification and enhancement of controlling in central state administration. Creation of the rest of project teams is planned for the forthcoming period. This time shift also reflects the fact that some projects will exploit the outputs of other preceding ones.

Due to the appointment of the new government led by the Prime Minister Stanislav Gross, which occurred in July 2004, some new priorities appeared in the Programme Declaration of the Government which are closely related to the domain of regulatory reform falling within the area *C Improvement of quality in central state administration*. In detail, these priorities include mainly reassessing conformity of

conditions for business stipulated in the individual legal norms, as well as adoption of the measures aiming at the acceleration of registration in the commercial register. Another priority is the project of overall revision of the legal system with the aim of its simplification through codification.

According to its subject, closely related to this area is also a draft of a project for measurement and reduction of administrative burdens imposed directly or indirectly through various legal norms on citizens and business sector in the Czech Republic. This project is currently in the process of preparation of its methodology within the Office of the Government, mainly in co-operation with the informal international network specialized on this issue led by Netherlands and exploiting its so called Standard Cost Model.

**CZECH REPUBLIC ANNEX
COMPLETE LIST OF PROJECTS**

A. Rationalisation of processes in central state administration

Projects:

- A.1 Identification of the mission statement (and targets) of central state administration bodies*
- A.2 Process description and analysis in central state administration bodies*
- A.3 Elaboration of the general rules of operation for agencies*
- A.4 Reorganisation of the central state administration*

B. Improvement of management in central state administration

Projects:

- B.1 Effective horizontal communication and support of nationwide strategies*
- B.2 Modern managerial techniques in the central state administration*
- B.3 Better co-ordination of the central state administration towards territorial public administration*
- B.4 Knowledge management*

C. Improvement of quality in central state administration

Projects:

- C.1 Introduction and development of quality management in central state administration*
- C.2 Regulatory reform in central state administration*
- C.3 E-government*

D. Implementation and improvement of civil service

Project:

- D.1 Implementation of the Civil Service Act*

E. Rationalisation of the finance and budgetary procedures in central state administration

Projects:

- E.1 Development of financial and performance management*
- E.2 Public Private Partnership*
- E.3 Unification and enhancement of controlling in central state administration*

DENMARK

Expert Committee Report on Civil Service Advice and Assistance

In 2003 the Danish Parliament asked the government to set up an expert committee on the regulation and organization of ministerial advice and assistance in Denmark.

By tradition, the relationship between government and civil service in Denmark is partly regulated by norms that have developed in the interaction between ministers, civil servants and the parties represented in Parliament, and by “soft law”, stated in reports by expert committees that include prominent civil servants, independent experts from universities etc.

The background of the Committee was criticism from parts of the opposition and the press for increased use of special advisers, often referred to as “spin doctors” and alleged misconduct towards the press in a number of cases.

Ministerial advice and assistance from the permanent civil service

The Committee’s investigations confirm a very high level of satisfaction among ministers concerning the advice and assistance offered by the permanent civil service. This includes both professional policy advice and political-tactical advice. However, the Committee presumes that the fact that ministers tend to recruit special advisers with media expertise indicates that the permanent civil service has not been able to fully meet expectations in this particular field of advice. The Committee concludes that the need for a more explicit formulation of the regulation is relatively limited.

Ministerial advice and assistance from special advisers

It is the Committee’s overall assessment that the special advisers in 2004 are generally well integrated into the ministries and that relatively well defined frames and boundaries exist concerning their functions and cooperation with the permanent civil service.

It is the assessment of the Committee that there can be valid grounds for ministers to employ special advisers, and that the system with a relatively limited number of special advisers in addition to the permanent civil service in the ministries generally works in a satisfactory manner. The Committee recommends that the number of special advisers per minister should not exceed two or three.

A precondition for successful integration of special advisers in the ministries is, to a large extent, that good cooperation is established between special advisers and the permanent civil servants, including in particular the permanent secretaries. If this cooperation does not function well, the risk of incoherent ministerial advice based on a weaker professional foundation increases. Furthermore, it may create uncertainty with regard to the managerial responsibilities in the ministries.

Important preconditions for effective cooperation between the special advisers and the permanent civil service include mutual respect, understanding each others' functions and close mutual coordination. Furthermore, well-defined boundaries for competences and functions for special advisers as well as for the permanent civil service are necessary.

Civil service conduct towards the press, especially with regard to the principles of objectivity and non-discrimination

The Committee believes that the debate in recent years on the use of "spin doctors" in the ministries has given the impression of a more widespread phenomenon and a higher level of conflict between the ministries and the press than the data material supports. The professionalization of the press service in the ministries has resulted in a more strategic use of the media, but has also given the press easier access to information from the ministries.

The general administrative principles of objectivity and non-discrimination also apply to civil service conduct towards the press. Among other things, the principles imply that material that has been handed out to one or more journalists generally cannot be refused to other journalists who ask for the same material.

Ministers and special advisers are subject to the same administrative requirements of objectivity and non-discrimination as permanent civil servants. These requirements therefore have the same meaning no matter whether the minister himself or herself services the press, or whether special advisers or the permanent civil service is responsible for this activity.

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Accrual Accounting and Budgeting in Denmark

The Danish Parliament has authorized a full switch towards accrual accounting (2005) and accrual budgeting (2005-2007) for the Danish central government. In addition, accrual accounting will be fully implemented at the local government level by 2006.

For central government, the reform is primarily aimed at increasing transparency and efficiency by changing behavior at the micro level. A pilot project has been launched in which seven central government agencies and departments prepare budgets – and receive appropriations – for 2005 on an accrual basis. In 2005, the pilot agencies and departments are subject to a set of preliminary budgeting rules. On the basis of a thorough evaluation of the pilot project, budget rules, regulations and procedures will be revised in preparation for the general switch to accrual budgeting in 2007.

In the local government sector, accrual accounting is seen primarily as a basis for using benchmarking and for the promotion of free choice and competition in the delivery of public services. A move to accrual budgets at the local government level is yet to be negotiated between representatives of central and local government organizations, but a number pilot projects are introduced for the 2006-budgets.

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Forum for Top Executive Management

Forum for Top Executive Management is a two-year project initiated by local government Denmark, Danish regions and the Danish Ministry of Finance. The project puts forward top executive management as one important answer to the major challenges facing the public sector in Denmark. The challenges include tighter budgets, demographic developments, increasing complexity in the organization and governance structure of the public administration as well as demands from citizens emerging as a consequence of the development of the knowledge society. Most western countries are facing these challenges. However, the unique dual role of Danish public top executives, as both political adviser and most senior manager of the organisation, can increase the impact of these challenges in the Danish case.

The Forum project is unique in its aim to create an understanding of how to address existing and emerging challenges through the development of a common language and culture among senior executives across the entire public sector. Inspired by the corporate governance “code of conducts”, the Forum project is in the process of developing a **Code for good top executive management** for the most senior level executive manager in public organisations across the three tiers of government. The code points out which issues should be addressed to perform excellent top management in the public sector, and puts forward questions, guiding top executives how to live up to these recommendations.

The code is: 1) meant to inspire top executives to take a clear stand on what is top executive management; and 2) be used as a ground for self-assessment and debate with their peers.

The impact of such a code of conduct and its contribution to the development of a common culture among top executives, is secured through continuous involvement in, and dialogue with, the target group through network activities, workshop conferences, e-surveys, focus groups and expert panels on the challenges of their work. Two Danish research teams and one American/British research team have already given their contributions to the development of a Danish code of conduct for senior executives in August 2004. These contributions are at the moment going through thorough debate among members of the target group. The final code of conduct will be drafted on these grounds and published in early 2005.

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New e-Government strategy

In February 2004, a new e-Government strategy for the public sector (2004-06) was launched. In the strategy, the government, regions and local governments present a united vision for the role of digitalisation, which is to create an effective and coherent public sector with a high quality of service focusing on citizens and businesses.

The challenge ahead is among other things to realise the economic potential of e-Government by moving focus from the technical aspects towards leadership, skills, and organisational as well as business processes. This perspective is reflected in the strategy.

Still, the strategy emphasises that the technological potential must be exploited in order to harvest gains in the form of increased efficiency and improvements in quality.

The vision above is expressed in the strategy's five signposts:

- citizens and businesses must experience coherence in the public sector's services;
- e-Government must increase the standard of service and quality, and release resources;
- the public sector must work and communicate digitally;
- e-Government must be based on an infrastructure that is coherent and flexible;
- public sector managers must lead the way and ensure that their organisations can realise the vision.

Furthermore, efforts must be documented in order to intensify the focus on digitalisation and ensure the realisation of the strategy. Accordingly, 24 specific and measurable goals have been drawn up.

E-Government in the Danish public sector is currently being reviewed by the OECD, who will present their findings by Summer 2005.

The Danish e-Government Strategy can be downloaded from the national e-Government website www.e.gov.dk/english

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FRANCE

The government's modernisation agenda covers the following areas:

- modernising public management and government structures;
- simplifying administrative procedures and formalities and improving public service delivery;
- developing e-government;
- modernising human resource management.

Modernising public management and government structures

In addition to the major reforms in this field under way for the past two years, namely ministerial reform strategies (MRS), local and regional government reform and the phasing-in of budgetary reform (with the new Basic Act on Financial Legislation, or LOLF), there have also been ongoing discussions for several months now on the modernisation of government real estate policy and on public procurement issues.

Ministerial reform strategies (MRS)

In June 2004, the Prime Minister asked each of the ministers to draw up a Ministerial Reform Strategy (MRS). This involved:

- undertaking a systematic review of their ministry's missions and structures, and singling out any missions that could be delegated or dropped;
- presenting a programme of initiatives to improve the productivity and efficiency of government departments and deliver better public services;
- giving some thought to operational proposals that better reward any efforts by public servants to simplify and modernise their policy environment and put their energy and skills to better use.

MRS, in place since 2003, is a new approach to government reform that:

- Enables Parliament to exert control over government policy, as all of the MRS (one per ministry) are forwarded to the Finance Commissions of the National Assembly and the Senate, where they will feature on the agenda of the Autumn budget discussions.
- Fosters a culture of commitment throughout government, in that ministers are committed to the project completion dates specified in the MRS, and to the minimum benefits that each project will bring in terms of productivity gains or better services.

- Is a gradual, reiterative process; with its annual updates, the idea is not only to honour commitments but to promote an ongoing drive for modernisation in each ministry.

Local and regional government reform

A plan to reform regional government went before the Council of Ministers on 28 January 2004.

Two decrees, passed in April and October 2004, give substance to this reform. One addresses the powers of Prefects, while the other divides the country into policy regions (*poles régionaux*).

The region becomes the main tier of local government. Central government structures in the regions have been rationalised. Some departments/services will be closed down or merged. The other regional and interregional services have been grouped into eight policy regions, each one under the responsibility of a regional head:

- education and training;
- public management and economic development;
- transport, housing and regional planning;
- public health and social cohesion;
- the agricultural economy and rural society;
- environment and sustainable development;
- employment development and labour-market integration;
- culture.

In the longer term, this reform, which formally acknowledges the latest phase of decentralisation and the objectives – and performance-based rationales underpinning the new Finance Act, will continue at the lower tier of government, that of the *département*, with a view to enhancing local government performance.

Phasing-in budgetary reform

On 21 January 2004 the Minister for the Budget and Budgetary Reform presented an outline of the State Budget, the first major step in implementing the new Basic Act on Financial Legislation (LOLF), due to be in place for the 2006 budget.

Under the reform, government departments will shift from a rationale based on diligence to one based on performance, in order to meet concerns regarding financial transparency and policy performance.

The state budget is now presented policy by policy, each one divided into three tiers:

- each policy has a **mission**;
- each mission comprises a series of **programmes**;

- each programme comprises a series of **initiatives**.

The general budget will consist of 34 missions, nine of them cutting across more than one ministry, and 132 programmes (replacing the previous 850 budget sections).

Discussions on objectives and performance indicators are now under way, and the heads of programmes were appointed in June 2004.

The 2005 Finance Bill will be debated and adopted for the last time in the format required by the 1959 legislation but is presented, for guidance, as a series of missions, programmes and initiatives. This “trial run” will help to familiarise Parliament with the new lay-out. The government will also be presenting to Parliament the objectives and performance indicators of each ministerial programme, as they stand at this stage in the process.

In spring 2005, during the budget debate, the government will present the missions, programmes and indicators selected to form the new 2006 budget.

The 2006 budget will be the first to have been drawn up, discussed, adopted and carried out in accordance with the Basic Finance Act of 1 August 2001. In order to bring this third and final phase to completion:

- players will be trained in the new forms of management and organisation (*e.g.* operational programme budgets, management dialogue, ministerial accounting departments);
- new methods of managing staff expenditure and jobs will be clarified;
- the State’s first balance-sheet will be drawn up under the new format.

Government real estate management

Modernising the policy on government immovable property (the State owns considerable real estate) is one of the keys to better government performance. The State should give high priority to developing publicly-owned real estate and giving itself the necessary resources to do so.

Here, the discussions are focusing on issues such as:

- taking stock of government property assets (physical and legal data), *e.g.* organising and conducting inventories and evaluations (possibly testing new methods), and reviewing information systems (checking data reliability);
- envisaging or making the necessary legal adjustments (*e.g.* de-listing the State property that cannot be disposed of, and easing conditions applying to the sale of other categories of State property);
- involving the private sector (in the purchase of some government property, or the management of government buildings, for instance);
- organising and professionalizing the management of State property.

Public procurement

Among the key ways of enhancing government performance, optimising public procurement combines two advantages: a strong financial impact in the relatively short term, and little social impact on public servants or public-service users.

In this area, discussions have focused on issues such as:

- the role of central procurement offices, *e.g.* UGAP or army stores;
- performance measurement and monitoring;
- computerisation, including e-procurement, and the interface between procurement departments and accounting/auditing systems;
- procurement-specific management and human resources (including issues such as recruitment, training, pay and combating bribery);
- general organisation of the procurement chain process, from the statement of requirements through to the final invoice).

Simplifying administrative procedures and formalities and improving public service delivery

Simplifying administrative procedures and formalities

Simplifying the law and administrative formalities and improving the quality of public service are key challenges for the reform of the State that have been given high priority since 2003. The initiatives in this field are aimed at the following specific objectives:

- to simplify the law through government Orders;
- to promote high-quality initiatives in the field of public service delivery;
- to ensure the harmonisation, standardisation and simplification of government forms;
- to make administrative language simpler and more understandable to all;
- to control regulatory inflation and improve the quality of regulations.

Wide-ranging interministerial work has been under way since 2002 in order to prepare an annual bill enabling the government to simplify the law by issuing Orders and to continue the work of codification. The work in this field has been on a scale unprecedented for the past twenty years, and has paved the way for 40 Orders contained in the first Act of 2 July 2003, the main purpose of which was to review all procedures systematically and eliminate, make more flexible or unify any legislative procedure that was overly complex.

A second bill, voted by the National Assembly on 15 June 2004, is currently to be examined in the Senate on 13 and 14 October. It is focused on three main points:

- continuing procedural simplification for users, natural persons and associations;

- adopting simplification measures in favour of businesses, in particular by seeking to ensure greater legal certainty;
- modernising the administration, in particular by reforming government surveys and continuing the implementation of “Hospital 2007”. This bill also provides for the creation or revision of 14 codes.

A third Bill is currently being prepared to address the needs of “target publics”: families, the elderly, associations, mayors of small towns and foreign businessmen.

These new bills are continuing and broadening the simplification process under way since the adoption of the Act of 2 July 2003.

Improving public service delivery

Citizens have a right to expect high-quality public service delivery. Improving service quality is a key aspect of the reform of the State, for better service is seen by users/citizens as the most visible and concrete sign that government is taking their aspirations into account.

One of the interministerial priorities in this field is improving the quality of contact with the public, for this is fundamental to shaping the image of government as an institution that inspires trust (or mistrust). The Prime Minister has recommended the implementation of a general charter in this regard for all central government administrative departments that come into contact with the public, known as the “Marianne Charter”. This charter is based on a general interministerial framework defining a common set of commitments that promote values such as accessibility, rapidity, clear answers, a spirit of efficiency (performance measurement) and transparency (keeping the public informed of progress made), as well as courtesy and responsiveness (processing of complaints, user-satisfaction surveys). This general framework is adapted locally by each government department in specific, concrete commitments.

After a period of experimentation in 6 pilot *départements*, the Marianne Charter will be posted in all central government departments that come into contact with the public at the end of 2004. This charter is also intended to be adopted by State-managed government agencies and, later, by any other public bodies that so wish (*e.g.* local governments).

Another role of interministerial action is to identify, promote and recognise best practices for improving quality. In this regard, the “awards for the quality of public services” is a competition aimed at rewarding outstanding initiatives in this field. Organised for the first time in 2003, it will be held on a yearly basis.

Lastly, improving quality means making government more transparent to citizens. The project of implementing a “scoreboard of the efficiency of the State” is aimed at launching a process for measuring government performance that will provide factual data essential to public debate on the reform of the State.

Developing e-government

In order to ensure that the policy of on-line government services is implemented effectively, the government launched the ADELE project in early 2004. This project, which defines 140 measures for the 2004-2007 period, reflects the need to ensure that e-government in France develops within a consistent and well co-ordinated multi-annual framework.

ADELE is based on a simple objective: to make e-government available to everyone and to move from an approach in which government's role is to provide information to one that is interactive and encourages the public to conduct their business with government on-line.

The ADELE programme is not aimed only at seasoned Internet-users, but at all users, citizens, businesses, associations and local governments. It must above all meet the everyday needs of these groups, and not merely the concerns of government departments, as has all too often been the case in the past.

This plan, which has an overall cost of €1.8 billion over a four-year period, also provides an opportunity to reap major productivity gains, since the Government intends to make between €5-7 billion in savings to the annual State budget by 2007.

Co-ordination of the ADELE project has been given to ADAE – the Agency for the Development of E-Government – an interministerial service under the responsibility of the Prime Minister created by the Decree of 21 February 2003.

Here are some of the 140 measures contained in the ADELE project:

“3939, ALLO SERVICE PUBLIC”, A ONE-STOP INFORMATION LINE IN SERVICE THROUGHOUT FRANCE

The government has established a single telephone number, 3939, which enables any citizen asking for administrative information to obtain an answer or guidance in less than three minutes. The number, known as “*Allô, Service Public*”, was tested in the Rhone-Alpes region starting in November 2003, and in July 2004 in the Aquitaine region. **It is now in general use throughout the entire country.**

Questions that need to be answered by experts are referred, without interrupting the call, to the administrative information services having the relevant expertise, such as the interministerial services for general information (CIRA) or tax service centres. This information service is free of charge, except for the cost of the telephone call (charge of €0.12 per minute from land lines).

PAPERLESS PROCEDURES IN PUBLIC PROCUREMENT

As from the beginning of 2005, government departments must be able to receive paperless bids in reply to their calls for tenders. This requirement is part of a more long-term process of modernisation of public procurement, which should allow for considerable savings.

In order to meet these challenges, the Ministry for State Reform (through ADAE) has prepared a management platform for public tenders. It will be operational as from 1 January 2005. Training programmes for government employees are being organised to enable them to use these new tools as effectively as possible.

SIMPLIFIED REPORTING OF CHANGES OF ADDRESS

Every year, 10% of the population, or nearly six million people, must notify government departments of changes of address, and this is rapidly becoming a real problem for the public.

The government therefore decided to implement a **one-stop change of address service**, which will be operational in January 2005, enabling those concerned to notify only one government department of their new address, which will then be forwarded to other departments through a government-wide information system.

The public will be able to choose the administrative department that they wish to notify of their new address, and they may do so in person or via Internet. The information will be forwarded automatically only to those departments selected by the person concerned. The relevant administrative departments will then notify such persons that their address change has been registered by return mail, e-mail or SMS.

PERSONALISED SERVICE THROUGH MON.SERVICE-PUBLIC.FR

The government wishes to take service delivery a step further and use new technologies to make the transition from “information” technologies to administrative “relationship” technologies.

Thus, the French Government web portal www.service-public.fr will now have a heading “mon.service-public.fr” that will give users personalised access to all electronic services provided by government departments.

This will allow all users who so wish to personalise their administrative site. In an initial stage, users will be able to **choose the items that interest them** and set up a “basket” of administrative information that they wish to receive. In this regard, they can set up a system of personal reminders (*e.g.* deadlines for paying contributions, information on school holidays, etc.). This service is planned to begin in April 2005.

In a second stage, users will be able to **manage their administrative files on line** and will have access through a single entry point to all the remote procedures made available by government departments (*e.g.* filing tax returns, requesting birth certificates, applying for government competitive examinations, etc.).

Modernising human resource management

Greater flexibility in managing funds

The 2005 Finance Bill is being presented for the first time is in line with the requirements of the Basic Act on Financial Legislation (LOFL) of 1 August 2001. Budgetary reform will have a considerable impact on human resource management within government. Until now, Finance Acts specified the number of posts authorised for each branch of the civil service. The new budgetary structure sets two separate ceilings, a payroll ceiling for each programme, and a ceiling on the number of authorised posts in each ministry.

“One-way fungibility” has been introduced to enable managers to use provisional staff expenditure funds for other expenditures. The converse is not allowed, for other funds cannot be used for staff expenditures. Managers may stay below the payroll ceiling, but they may not exceed it.

This new approach gives programme managers greater freedom to allocate their funds. In terms of human resource management, it makes it possible to focus on the specific characteristics of each post and the profile of the persons assigned to posts. Civil servants drawn from a number of different branches can apply for a same post, thereby giving the programme manager a wider choice.

Taking skills into account in staff careers

A career civil service system by no means excludes a skills-based approach. Although civil servants hold different posts throughout their careers, they nevertheless accumulate know-how that is useful to them in each change of assignment. It is the job of human resource managers to assign staff to appropriate posts within a specific branch of the civil service, but it is also essential that these posts be matched to staff members’ skills and aspirations.

The combination of a career system and a skills-based approach follows a middle path between the two extremes of narrow specialisation and amateurism. Civil servants must have both the technical skills required to perform their tasks effectively and an awareness of the fact that their work only has meaning within a broader framework. Performing a range of tasks in government service contributes to this awareness, and using skills acquired in a previous post makes work more effective.

Under the LOLF, programme managers will be better able take into account the skills-based approach to attain their objectives, using forward planning tools to manage staffing, posts and skills.

FRANCE

Les grands chantiers de modernisation de l'État portés par le gouvernement sont :

- la modernisation de la gestion publique et des structures de l'État ;
- la simplification des procédures et des démarches administratives et l'amélioration du service rendu à l'utilisateur ;
- le développement de l'administration électronique ;
- la rénovation de la gestion des ressources humaines.

La modernisation de la gestion publique et des structures de l'État

Dans ce domaine, outre les principaux chantiers poursuivis depuis deux ans : stratégies ministérielles de réforme (SMR), réforme de l'administration territoriale, mise en place de la réforme budgétaire (LOLF), une réflexion est menée depuis plusieurs mois sur la modernisation de la politique immobilière de l'État et sur les questions d'achat public.

a) *Les stratégies ministérielles de réforme (SMR)*

Au mois de juin 2004, le Premier ministre a demandé à chaque ministre d'élaborer une stratégie ministérielle de réforme (SMR). Chaque ministre a ainsi été invité à :

- procéder à un réexamen systématique des missions de son ministère et des structures qui le servent, en distinguant les missions qui peuvent être déléguées ou abandonnées ;
- présenter un programme d'actions pour améliorer la productivité et l'efficacité des administrations ainsi que la qualité du service public ;
- réfléchir à des propositions opérationnelles permettant de mieux récompenser les efforts accomplis par les agents, de simplifier et moderniser le cadre de leur action et de mieux mobiliser leur énergie et leurs compétences.

Cette démarche des SMR entreprise depuis 2003 constitue une approche nouvelle de la réforme de l'État :

- elle permet au Parlement d'exercer son contrôle sur l'action du gouvernement : l'ensemble de ces stratégies (tous les ministères sont concernés) sont transmises aux Commissions des finances de l'Assemblée nationale et du Sénat qui les examineront à l'occasion de la discussion budgétaire de l'automne ;

- elle favorise la culture de l'engagement dans l'administration : chaque ministre a pris des engagements sur la date d'achèvement des projets qui figurent dans sa SMR, ainsi que sur le bénéfice minimum qu'il espère en retirer en termes, soit de gain de productivité, soit d'amélioration de la qualité du service ;
- elle a un caractère répétitif et progressif : une actualisation annuelle est prévue, il s'agit non seulement de s'assurer que les engagements pris sont tenus mais également de susciter dans les ministères un mouvement permanent de modernisation.

b) *La réforme de l'administration territoriale*

Un plan de réforme de l'administration régionale a été présenté au conseil des ministres le 28 janvier 2004.

Deux décrets, l'un relatif aux pouvoirs des préfets, l'autre à l'organisation en pôles régionaux sont venus (en avril et octobre 2004) concrétiser cette démarche.

La région devient l'échelon majeur de l'organisation territoriale de l'État. Les structures régionales de l'État sont rationalisées. Certains services seront supprimés ou intégrés à d'autres. Les autres services régionaux et interrégionaux sont regroupés en huit pôles placés sous la responsabilité de chefs de pôle, concernant :

- l'éducation et la formation ;
- la gestion publique et le développement économique ;
- les transports, le logement et l'aménagement ;
- la santé publique et la cohésion sociale ;
- l'économie agricole et le monde rural ;
- l'environnement et le développement durable ;
- le développement de l'emploi et l'insertion professionnelle ;
- la culture.

À plus long terme, cette réforme, qui prend acte de la nouvelle étape de la décentralisation et des logiques d'objectifs et de résultats de la LOLF, se poursuivra au niveau départemental pour aller vers une administration de proximité plus performante.

c) *La mise en œuvre de la réforme budgétaire*

Le ministre du Budget et de la réforme budgétaire a présenté le 21 janvier 2004 la nouvelle architecture du budget de l'État, première grande étape dans la mise en œuvre de la Loi organique relative aux lois de finances (LOLF) qui doit être effective pour le budget 2006.

La réforme conduit les administrations à passer d'une logique de moyens à une logique de résultats ce qui répond aux préoccupations de transparence financière et de performance de l'action publique.

Le budget de l'État se présente désormais par politiques publiques, selon trois niveaux d'organisation budgétaire :

- à chaque politique publique correspond **une mission** ;
- les missions sont composées de **programmes** ;
- les programmes sont déclinés en **actions**.

Le budget général comprendra 34 missions dont neuf missions interministérielles et 132 programmes (succédant à quelques 850 chapitres budgétaires).

Le travail de réflexion sur les objectifs et les indicateurs de résultats est engagé, et les responsables de programmes sont nommés depuis juin 2004.

Le projet de loi de finances 2005 est, pour la dernière année, discuté et voté selon les principes de l'ordonnance de 1959, mais il est présenté, à titre indicatif, en missions, programmes et actions.

Cette version « à blanc » doit permettre au Parlement de se familiariser avec la nouvelle présentation du budget. Par ailleurs, le gouvernement présentera au Parlement les objectifs et les indicateurs de performances des programmes ministériels, retenus à ce stade des travaux.

Au printemps 2005, lors du débat d'orientation budgétaire, le gouvernement présentera les missions, les programmes et les indicateurs retenus pour la structuration du nouveau budget 2006.

Le budget 2006 sera le premier budget à être préparé, discuté, voté et exécuté en application de la Loi organique du 1er août 2001 relative aux lois de finances. Pour parvenir à franchir cette troisième et dernière étape :

- les acteurs seront formés aux nouveaux modes de gestion et d'organisation (budgets opérationnels de programme, dialogue de gestion, département comptable ministériel...);
- les modalités de gestion des dépenses de personnel et des emplois seront clarifiées ;
- le premier bilan de l'État, au sens comptable, sera préparé.

d) *La politique immobilière*

La modernisation de la politique immobilière de l'État (propriétaire d'un patrimoine immobilier considérable) constitue l'une des clés de l'amélioration de la performance publique. L'État doit avoir pour objectif prioritaire de valoriser le patrimoine immobilier public et de s'en donner les moyens.

Dans ce domaine, les réflexions portent notamment sur :

- la connaissance du parc immobilier (données physiques et juridiques) : l'organisation et la démarche de recensement et d'évaluation (avec existence éventuelle d'expérimentations), les systèmes d'information (le contrôle de la fiabilité des données ...);

- les adaptations juridiques entreprises ou envisagées (déclassement du domaine public de l'État, l'allégement des conditions d'aliénation du domaine privé de l'État...);
- les implications du secteur privé (achat d'une partie du parc immobilier, gestion des immeubles de l'État...);
- l'organisation et la professionnalisation de la fonction immobilière.

e) ***Achat public***

Parmi les leviers majeurs d'amélioration de la performance de l'État, l'optimisation des achats combine deux avantages : un fort impact financier à relativement court terme et un faible impact social tant du point de vue du fonctionnaire que de l'utilisateur.

Dans ce domaine, la réflexion porte notamment sur les points suivants :

- la place des centrales d'achat en France : l'UGAP ou l'économat des armées ;
- la mesure des résultats obtenus et l'évaluation continue du dispositif ;
- l'informatisation : « e-procurement », interface entre les acheteurs et les systèmes comptables ou de contrôle de gestion, etc. ;
- le management et les ressources humaines (recrutement, formation, rémunération, prévention de la corruption ...) spécifiques à l'achat ;
- l'organisation générale de la chaîne de traitement, de l'expression du besoin à la facturation finale.

La simplification des procédures et des démarches administratives et l'amélioration du service à l'utilisateur

a) ***La simplification des procédures et des démarches administratives***

Enjeux essentiels de la réforme de l'État, la simplification du droit et des formalités administratives et l'amélioration de la qualité du service public se sont vus, depuis l'année 2003, placés au centre de toutes les attentions. Cette mobilisation vise des objectifs précis :

- simplifier le droit par ordonnance ;
- promouvoir des actions de qualité des services rendus aux usagers ;
- veiller à l'harmonisation, la normalisation et la simplification des formulaires ;
- rendre le langage administratif plus simple et plus compréhensif de tous ;
- maîtriser l'inflation normative et améliorer la qualité de la réglementation.

Un vaste travail interministériel est depuis 2002 engagé afin d'élaborer un projet de loi annuel habilitant le gouvernement à procéder par ordonnance à la simplification du droit et à poursuivre l'œuvre de codification.

Chantier d'une ampleur sans précédent depuis une vingtaine d'années, il a ouvert la voie à 40 ordonnances dans la première loi du 2 juillet 2003 dont l'idée centrale a été de s'interroger de manière systématique sur l'ensemble des procédures, et de supprimer, d'assouplir ou d'unifier toute procédure législative trop complexe.

Aujourd'hui, un second projet, voté à l'Assemblée nationale le 15 juin 2004, est examiné au Sénat les 13 et 14 octobre. Il s'articule autour de trois axes principaux :

- la poursuite de la simplification des procédures concernant usagers, personnes physiques et associations ;
- l'adoption de mesures de simplification en faveur des entreprises en particulier par la recherche d'une plus grande sécurité juridique ;
- la modernisation de l'administration, notamment par la réforme des enquêtes publiques et la poursuite de la mise en œuvre de l'Hôpital 2007.

Ce projet prévoit également la création ou la refonte de 14 codes.

Une troisième loi est en cours de préparation à partir de « publics cibles » : familles, personnes âgées, associations, maires de petites communes et entrepreneurs étrangers.

Ces nouveaux projets poursuivent et amplifient le mouvement de simplification entrepris depuis l'adoption de la loi du 2 juillet 2003.

b) L'amélioration du service à l'utilisateur

Les citoyens expriment de légitimes exigences sur les prestations qui leur sont produites. L'amélioration de la qualité de service est un axe essentiel de réforme de l'État car c'est à travers elle que les usagers-citoyens pourront constater de la manière la plus visible et la plus concrète la capacité de l'administration à prendre en compte leurs aspirations.

L'une des priorités interministérielles dans ce domaine est l'amélioration de la qualité de l'accueil. L'accueil est, en effet, un vecteur d'image primordial du service public, susceptible d'induire la confiance ou la défiance. Le Premier ministre a souhaité la mise en place d'une charte générique de l'accueil des usagers destinée à tous les services administratifs de l'État accueillant du public, dénommée « Charte Marianne ». La Charte Marianne se base sur un cadre générique interministériel définissant un socle commun d'engagements qui promeut des valeurs telles que, l'accessibilité, la rapidité, la clarté des réponses, un esprit de rigueur (mesure des résultats) et de transparence (information du public sur les progrès réalisés), mais aussi la courtoisie et l'écoute (traitement des réclamations, enquêtes de satisfaction). Ce cadre générique est décliné localement par chaque service en engagements précis et concrets.

Après une période d'expérimentation dans six départements pilotes, la Charte Marianne sera affichée à la fin de l'année 2004 dans tous les services de l'État recevant du public. Elle a aussi vocation à être appliquée par les établissements publics sous tutelle de l'État et, au-delà, par tout autre acteur public qui souhaiterait se l'approprier (les collectivités locales, par exemple).

Un autre rôle de l'action interministérielle est de repérer, mutualiser et reconnaître les meilleures pratiques en matière d'amélioration de la qualité. Dans cette optique, les « Trophées de la qualité des services publics » est un concours destiné à récompenser des initiatives exemplaires. Organisé pour la première fois en 2003, il a vocation à avoir lieu tous les ans.

Enfin, la qualité passe par la recherche d'une plus grande transparence vis à vis des citoyens. Le projet de mettre en place un « baromètre de l'efficacité de l'État » vise à engager une démarche de mesure de la performance de l'État qui puisse nourrir de faits le débat public sur la réforme de l'État.

Le développement de l'administration électronique

Afin de donner une impulsion décisive à la politique de mise en ligne des services publics, le gouvernement a lancé au début de 2004 le projet ADELE. Ce projet, qui décline 140 mesures pour la période 2004-2007, traduit la nécessité de donner un cadre pluriannuel, cohérent et coordonné au développement de l'administration électronique en France.

ADELE repose sur un objectif simple : mettre en œuvre une administration électronique pour tous et passer ainsi d'une administration de l'information à une administration interactive qui favorise l'accomplissement des démarches à distance.

Le programme ADELE n'a pas pour vocation d'être au service des seuls internautes. Il s'adresse, au contraire, à l'ensemble des usagers, citoyens, entreprises, associations ou collectivités. Il doit surtout répondre aux attentes que ces derniers expriment dans leur vie quotidienne, et non pas, comme cela a été trop souvent le cas, satisfaire uniquement aux préoccupations des structures administratives.

D'un coût global de €1.8 milliards pour les quatre ans de mise en œuvre, ce plan est aussi une opportunité de dégager d'importants gains de productivité : le gouvernement entend réaliser de €5-7 milliards d'économies sur le budget annuel de l'État à partir de 2007.

La coordination du projet ADELE a été confiée à l'ADAE – Agence pour le développement de l'administration électronique – service interministériel placé auprès du Premier ministre, créé par le décret du 21 février 2003.

Parmi les 140 mesures inscrites dans le projet ADELE :

- « 3939, Allo Service Public » Opérationnel partout en France

Le gouvernement a mis en place un numéro de téléphone unique, le 3939, permettant à tout citoyen d'obtenir en moins de trois minutes une réponse ou une orientation à toute demande de renseignement administratif. Le 3939, baptisé « Allo, service public » a été expérimenté, à partir de novembre 2003, en région Rhône-Alpes et, de juillet 2004, pour la région Aquitaine. **Il est désormais généralisé à l'ensemble du territoire.**

Les questions nécessitant une réponse experte sont basculées, sans rupture de communication, vers des services administratifs de renseignement experts : généralistes (les CIRA) ou fiscaux (centre impôts services). Le service de renseignement reste gratuit pour l'utilisateur à l'exception des communications téléphoniques (tarif de €0.12 par minute à partir d'un poste fixe).

- Dématérialiser les procédures d'achat public

À compter du début de l'année 2005, les administrations doivent être en mesure d'accepter la réception d'offres dématérialisées en réponse à leurs appels d'offre. Cette obligation doit s'inscrire dans une perspective à plus long terme de modernisation de l'achat public, qui doit permettre des économies importantes.

Afin de répondre aux enjeux de la dématérialisation, le ministère de la Réforme de l'État (via l'ADAE) a élaboré une plateforme de gestion pour les marchés publics. Celle-ci sera opérationnelle au 1er janvier 2005. Des formations des agents de l'État sont organisées pour que ceux-ci puissent exploiter ces nouveaux outils de la meilleure façon possible.

- Simplifier les déclarations de changement d'adresse

Concernant 10% de la population, soit environ six millions de personnes par an, les formalités administratives de changement d'adresse deviennent rapidement un véritable casse-tête pour les usagers.

Le gouvernement a donc souhaité mettre en place **le service unique de changement d'adresse**, opérationnel en janvier 2005, permettant à l'utilisateur de ne communiquer qu'une seule fois sa nouvelle adresse à l'administration, à charge pour elle d'en informer les autres grâce à un système d'information transversal.

L'utilisateur pourra choisir l'organisme administratif auprès de qui il déclarera sa nouvelle adresse. Cette déclaration pourra être faite au guichet ou sur Internet. Les informations seront transmises automatiquement aux seuls organismes qu'il aura sélectionnés. Les services administratifs concernés **lui confirmeront la prise en compte de sa demande** par retour de courrier postal, électronique ou par SMS.

- Offrir un service personnalisé mon.service-public.fr

Le gouvernement souhaite aller plus loin dans l'administration au service des usagers et utiliser les nouvelles technologies **pour passer des technologies de « l'information » aux technologies de « la relation » administrative.**

Ainsi, sur le portail de l'administration française www.service-public.fr, mon.service-public.fr permettra d'offrir aux usagers un accès personnalisé à l'ensemble des services électroniques mis en place par les administrations.

Chaque usager qui le souhaite pourra ainsi personnaliser son espace administratif. Dans une première étape, l'utilisateur pourra **choisir les rubriques qui l'intéressent**, en constituant un « panier » des informations administratives qu'il souhaite se voir communiquer. Il pourra, à cette fin, mettre en place un système de rappels personnels (ex : date limite de paiement de cotisations, dates des vacances scolaires...). L'ouverture de ce service est prévue pour avril 2005.

Dans une seconde étape, il lui sera offert la possibilité de **gérer ses dossiers administratifs en ligne**, toutes les téléprocédures qui seront mises en place par les administrations pourront être accessibles par un point d'entrée unique (ex. déclaration d'impôt, demande d'extrait d'acte de naissance, inscription à des concours...) permettant d'effectuer ses propres démarches.

La rénovation de la gestion des ressources humaines

a) *Une plus grande souplesse dans la gestion des crédits*

Le projet de loi de finances pour 2005 est présenté pour la première fois selon les exigences de la Loi organique relative aux lois de finances (LOLF) du 1er août 2001. La réforme budgétaire aura un impact considérable sur la gestion des ressources humaines dans l'administration. Jusqu'ici, la Loi de finances précisait le nombre d'emplois autorisés pour chaque corps de fonctionnaires. La nouvelle architecture

budgétaire met en place deux plafonds distincts : un plafond de masse salariale octroyé à chaque programme, et un plafond des emplois autorisés dans chaque ministère.

Une « fongibilité asymétrique » est instituée pour permettre aux gestionnaires d'utiliser des crédits prévisionnels dédiés aux dépenses de personnel pour d'autres dépenses. L'inverse n'est pas possible : les autres crédits ne peuvent pas abonder les crédits de personnel. Le gestionnaire peut rester en dessous du plafond de masse salariale mais ne peut dépasser celui-ci.

Cette nouvelle approche donne aux responsables de programme une plus grande liberté dans la répartition de leurs crédits. Au niveau de la gestion des ressources humaines, elle permet de mettre davantage l'accent sur les caractéristiques spécifiques de chaque poste et sur le profil de la personne qui doit l'occuper. Des fonctionnaires issus de plusieurs corps différents peuvent se porter candidats pour un même poste, donnant ainsi au responsable de programme un choix plus large.

b) *La prise en compte du métier dans la carrière des agents*

Un système de fonction publique de carrière n'exclut nullement une approche par métier. Si le fonctionnaire à vocation à occuper des postes différents au cours de sa carrière, il n'en accumule pas moins un savoir-faire qui lui est utile au fil des changements d'affectation. La tâche des responsables des ressources humaines consiste à affecter les agents sur des postes que leur corps leur donne vocation à occuper, mais qui correspondent aussi et surtout à leurs aptitudes et leurs souhaits.

La combinaison d'un système de carrière et d'une approche par métier trace une voie médiane entre ces deux écueils que constituent la spécialisation étriquée et le dilettantisme. Les fonctionnaires doivent à la fois avoir la technicité nécessaire à la bonne exécution de leur tâche et être conscients du fait que leur travail ne prend son sens que dans un cadre plus large. Exercer plusieurs tâches différentes au sein du service public contribue à cette prise de conscience ; faire appel à des compétences acquises sur un poste précédent améliore l'efficacité du travail.

Dans le cadre de la LOLF, les responsables de programme veilleront à mieux tenir compte de l'approche par métier afin d'atteindre leurs objectifs. Ils pourront s'appuyer sur les instruments de la gestion prévisionnelle des effectifs, des emplois et des compétences.

GERMANY

Scoreboard of the “Initiative to Reduce Bureaucracy“

The Initiative to Reduce Bureaucracy is in good shape. After one and a half years of cutting red tape, the overall balance is very good indeed. Out of meanwhile 74 projects, 16 have already been completed successfully:

- raising the income limits at which businesses are obligated to keep accounts and standardizing the calculation of net receipts;
- reform of the Crafts Regulation Act;
- reform of vocational training (Part 2);
- revising the Fair Trading Act;
- reducing statistical reporting requirements for the private sector;
- equipment and product safety law;
- simplified determination of income for the Federal Child-Raising Allowances Act;
- amending the Federal Building Code;
- tightening reporting requirements for emission control;
- reorganizing traffic statistics legislation;
- enhancing the efficiency of the Crisis Response Centre;
- modernizing the judiciary;
- reorganizing legislation on conscientious objection;
- e-commerce for pharmaceuticals;
- simplifying the execution of the Federal Social Welfare Act;
- modernizing the Workplaces Ordinance.

Since the adoption of the interim report in March 2004, six new projects have been carried out under the initiative. These new projects include:

- enabling image-based cheque processing;
- bureaucracy reduction and deregulation – Implementing regional proposals;
- amending the Federal Education Assistance Act;
- simplifying procedures under the Upgrading Training Assistance Act;
- amending the Vocational Training Act (BBiG) and revoking the Vocational Training Promotion Act;
- developing forms and a pilot project for electronic applications under the Federal Education Assistance Act.

By the end of the year, some 40% of meanwhile 74 projects will have been implemented; the intention is to complete all projects by 2006.

BundOnline and Deutschland-Online

Both BundOnline, the e-Government Initiative of the Federal Government, and Deutschland-Online, the joint e-Government strategy by the federal government, federal state governments and municipalities have made further progress in the development and roll-out of e-government services in Germany. In 2004 Deutschland-Online took up pace in linking the achievements of federal, regional and local-government projects to provide seamless e-government services for its citizens and businesses in a federal environment. Since BundOnline will expire as planned by the end of 2005 a crucial accomplishment in 2004 was to create a basis of sustainability for e-government in the federal government. E-government as a means of modernising administration and reducing red tape will prevail. In this respect, BundOnline and Deutschland-Online are facing a double challenge, *i.e.* to foster the economic foundations for the infrastructure e-government services need and to keep up pace with its pre-eminent goals, *i.e.* to put all government services online. Sustainability of infrastructures and services also means economic efficiency and viable long-term operational models.

Deutschland-Online

Federal authorities are modernizing shared administrative procedures in co-operation with their state and local partners. In particular, the federal government is supporting those projects operating on the principle of “some for all”, developing administrative procedures and e-government applications in such a way that they can be adopted at other government levels as well.

Deutschland-Online currently encompasses 23 individual groups, each of which addresses a specific project. Co-operation between the federal government, federal-state governments and municipalities is broken down into **five pillars**.

The 10 project groups of the first pillar concentrate on high-priority e-government services. They represent the focus of Deutschland-Online's content. The second pillar includes four project groups who are working on the interoperability of Internet portals. The four groups of the third pillar are developing technical infrastructures that are to be used jointly by various administrations. Within the fourth pillar, two project groups are developing standards as well as data and process models for various administrative areas. The fifth pillar consists of three groups who are co-ordinating the work by the other groups, ensuring the transfer of knowledge, and who are in charge of political steering work for Deutschland-Online.

On 17 June 2004, the Federal Chancellor and the heads of federal states' governments agreed on four binding **milestones** for Deutschland-Online, which outline the future of the initiative up to the year 2008:

- By the end of 2005, all public agencies at federal, federal state and municipal level will establish access for electronic communications.
- By the end of 2006, all Deutschland-Online projects decided upon in 2003 will be online.
- By the end of 2007, public agencies will communicate with each other electronically.
- By the end of 2008, all suitable administrative procedures in Germany will be online.

BundOnline

BundOnline as well as Deutschland-Online have made a substantial contribution to the efforts of the Federal Government's Initiative to Reduce Bureaucracy (Initiative Bürokratieabbau). More than 300 services provided by BundOnline either reduce cost and time needed for processing, enhance chances for participation of citizens or eliminate regulations. Over 160 of them were already available in October 2004. By simplifying and optimising business processes in over 70 cases, the Competence Centre for Workflow Management, Processes and Organization has delivered an additional valid contribution for the 'Modern State - Modern Administration' program. For the most important parts of BundOnline, the initiative has kept its pace and achieved the following:

- By mid-October 2004, 292 services were made available online. It is already clear that the final objective of the initiative will be beyond the number of 376 online services planned initially.
- Business models for basic components (payment transaction platform, content management system, form management system, data security and bund.de portal) have been developed and will be operational, as required.
- The central portal, bund.de, has migrated to the content management system (Government Site Builder), a relaunch including better access for key user groups is being prepared.
- Businesses are the key target group of this year's marketing activities in order to make it easier for them to recognize e-government services and to increase their acceptance.

To help agencies to implement their services online, a set of model processes for different types of services has been developed.

GREECE

New developments in the fields of activity under the ongoing administrative reform programme are:

Improvement of quality of services

Better Regulation

The drastic reduction of bureaucratic burdens has been an affirmed policy of the Greek Government. Its aim has been to boost entrepreneurship and improve the quality of economic and social development. In this context, we assume the systematic support of initiatives about “better regulation” that lead to stable policies for fighting bureaucracy, to be among the major priorities of OECD and Greece respectively.

The Greek Government is going to promote a bill to the Parliament in which the experience of International Organizations and other European countries is utilized. The bill incorporates the following:

- the principles, criteria and processes of good regulation;
- the obligation to carry out social dialogue and consultation (during a law’s preparation);
- establishment of a Central Unit for evaluating the quality of regulations;
- establishment of corresponding organic quality control units in all ministries as well as within regional administration;
- carrying out RIAs as well as evaluating the laws’ outcomes following their implementation (*ex ante* and *ex post* evaluation).

We assume that the draft bill for regulatory reform provides a holistic approach to improving the function and effectiveness of public administration. The law is also a prerequisite for boosting entrepreneurship.

Better regulation as well as reducing bureaucratic burdens, are, without doubt, important means that we can use in our common fight to boost entrepreneurship and to create a Europe in which, economic and social development co-exist with the state of justice and the institutions.

Greece has developed fellow feelings with the OECD as regards better regulation and will carry on supporting all policies that enforce this effort.

Simplification of administrative procedures

During the last year, the Greek Government has promoted a number of measures for simplifying procedures and reducing bureaucracy, as part of an effort that is being made to boost entrepreneurship, to provide good service to citizens and to improve the state of economy.

More specifically, two laws have been issued (laws 3230/2004 and 3242/2004) that include the following measures:

- Pursuit of required documents by the qualified administrative unit provided that consent is given by the citizen. For this purpose, Common Ministerial Acts will be signed accordingly, to determine the documents to which the law will apply.
- Reduction of the number of administrative units that are involved in procedures that interest citizens the most, through limiting co-authorization of different ministries for these procedures.
- Introduction of Integrated Administrative Electronic Transactions. This means that administrative actions can be fully dispatched through the use of informatics systems such as the “Syzefxis network”. With the use of such systems, the qualified administrative units will be able to search for the relative accompanying documents, as well to issue the administrative acts.
- Obligation of the administration to respond to citizens within a time limit that does not exceed 50 days (excluding procedures that have special time limits). When this time limit is exceeded, or if the unit illegally denies to respond to the citizen, the citizen has the right to ask for compensation.
- Tacit approval of citizens’ requests after the lapse of a preset time period, within which the administration has the ability to reject the request if it should do so (“silence is consent rule”).
- Further reduction of documents that do not improve a procedure.
- Replacing certain documents by a mere formal statement of the citizen (self-certification), or pursuit of these documents within and by the administration (one-stop shops).

Compensation Committees

Laws 1943/1991 and 2690/1999 obliged public administration to reply to citizens’ queries within a period of 60 days. These laws have also established compensation committees in the Ministry of the Interior, Public Administration and Decentralisation and the 13 regions of the country, which examine applications of citizens that complain for the delay by the administration on handling their cases. With the recent laws 3230/2004 and 3242/2004 the period that the administration is obliged to reply has been decreased to 50 days.

If such a delay is confirmed, the Compensation Committees decide for a full compensation to the citizen. For the definition of the amount of full compensation that is given to the citizens three factors are taken into account by the responsible committee: a) the material and moral damage caused to the citizen by the delay; b) the conditions that have caused such a delay; c) the Ombudsman’s, if any, findings on the case.

Collective Bargaining in the Greek Civil Service (Law 2738/99)

The collective Bargaining Law constitutes a landmark in the Greek administrative system.

This year (2004), 23 trade unions have responded to the invitation for collective negotiation by submitting their demands. The negotiations are now in progress and it is expected that they will be completed by the end of November 2004.

Introduction of performance measurement in the public sector

In order to improve the productivity and efficiency of the public sector the ministry of the Interior, Public Administration and Decentralization has established by the Law 3230/2004 the system of “Management by Objectives” (MbO).

The Ministry of the Interior Public Administration and Decentralization has the overall responsibility for the implementation of the MbO in the public sector. In this scope a Central Efficiency Unit will be established in the Ministry of the Interior, Public Administration and Decentralization and Specific Efficiency Units in every ministry. Until now four ministries have already issued the relevant presidential decrees for the establishment of their Efficiency Units.

Furthermore, we are promoting the establishment of respective Efficiency Units in the 13 regions of the country.

The performance-based management also will be the fundamental principle of the new assessment system of civil servants, which is going to be established by presidential decree.

The Secondary Disciplinary Committee of Public Administration

The Secondary Disciplinary Council, which has been established with law 2839/200, operates since 1.1.2001 and is situated at the Ministry of the Interior, Public Administration and Decentralization. The Council is responsible for controlling all disciplinary cases that are referred to it either by the punished public servants or by the Public Administration Agencies. Moreover, it may impose penalties to members of first-degree disciplinary councils who do not carry out their disciplinary duties within the specified time.

From its first day of operation until 31.7.2004 there has been submitted 827 pleas, from which 200 by the administration and all the rest by the servants. From the 591 cases that have been judged 173 public servants have been punished with final dismissal, while others have been punished with other sentences according to the severity of the disciplinary sanction, and 101 have been cleared.

Education and training for the Local Public Administration

The Greek Ministry of Interior, Public Administration and Decentralisation gives special importance to the education and training of all civil servants and the quality of their training that is why the legal framework has been modernised with the laws 3200/2003 and 3260/2004.

A National School for Local Administration has been created as one new unit of the National Centre of Public Administration, the special agent for the implementation of the educational policy that functions since 1983.

The new laws also provide for the introduction of a new system of training needs analysis in the Greek public administration and the certification of knowledge and skills acquired in life-long training. Furthermore, they legislate the possibility of the NCPA to execute training programmes for the elective of local administration (prefects, mayors, municipal/prefectural councillors, etc.).

Finally, a new presidential decree 193/2004 established the organizational statute of the National Centre of Public Administration and Decentralization. The statute establishes the organizational units of the Centre and prescribes in detail its mission and responsibilities as determined by two earlier laws 3200/2003 and 3260/2004.

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HUNGARY

Customer Charter Project

Bureaucracy is identified as a major obstacle of economic growth and social cohesion given its procedural, cost and time implications for businesses and citizens and considerable regional inequalities of access and quality.

The Ministry of Interior and the Prime Minister's Office has committed to improve governance in delivering public administration services by launching a national programme aiming to the development of a national public administration service charter, which in turn will feed into a draft law and changes in structures and resource allocation.

The project embeds customer oriented attitude and improves public service delivery to citizens and business with focus on direct customer service areas through the preparation of a national roll-out of a public administration service charter programme.

This programme generates improved public administration services through simplified, deregulated and more efficient bureaucracy enabling the authorities to respond better to the needs of citizens and businesses leading to improved equality of access to quality services, reducing bureaucratic impediment to SME development and contributing to compliance with the demands of EU on national administrations.

Expected outputs of the project:

- national survey on level of public administration service delivery including provider attitude and users' perception of quality focussing on the direct customer service areas at central and local level;
- set of quality standards to measure delivery of public administration services;
- institutionalised complaints and sanction system addressing under-performance including appointed "customer patrons" within the administration (civil servants dedicated to monitoring);
- national charter compiled to form basis of sectoral charters;
- draft law on safeguarding customer rights and interests;
- standards and redress system tested at pilot sites;
- creation of integrated customer service solutions with special emphasis on e-applications at pilot sites including internet interfaces for one stop shop administration, collecting feedback, and electronic customer ports for orientation at reception area, etc. for demonstration and testing purposes;
- upgrading of National Customer Charter homepage of the Ministry of Interior;
- PR and public information material drafted for business and general public.

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IRELAND

e-Government

Bearing Point were chosen by the Reach Agency as the main contractor for the development of the first phase of the Public Service Broker. A transactional portal is expected to go live by the end of 2004.

A central group drawn from the Information Society Policy Unit (ISPU) of the Department of the Taoiseach and from the Technology Policy Division of CMOD, Department of Finance has been established to resolve key “corporate” e-Government policy issues. Draft Policy Positions on Identity Management, Interoperability and e-Government Governance are expected to be circulated to all stakeholders for consultation before the end of 2004. Final versions will then be presented to government.

CMOD, Department of Finance has partnered with the Department of Social & Family Affairs to develop a framework for the use of token-based service delivery in the public service. Key stakeholder departments are represented on the Steering Group and on the various work groups within the programme. The working groups are to begin in October 2004. It is anticipated that the framework will be developed within six months.

The Department of the Taoiseach developed a system for the electronic management and operation of Cabinet Committee meetings, known as eCabinet. Phase 1 of this system is currently live in all government departments. Use of the system at Cabinet Committee meetings is expected by November 2004. Further development is under way at present and the full functionality is expected to be in place by the end of 2005.

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E-Procurement by government agencies

The roll-out of a national strategy for implementing procurement management reform (including building on existing eProcurement initiatives) is proceeding as follows:

In the central government sector, the focus is on four key elements: (a) organisational capacity building; (b) training and development; (c) procurement aggregation and (d) eProcurement. A number of procurement management reform initiatives have been completed and it is envisaged that a total of eight projects will be completed before end 2004.

Development of the Irish Public Sector Tenders Website (www.etenders.gov.ie) is continuing. The facility for the on-line creation and submission of OJEU and below-threshold notices has been implemented, with Ireland becoming the first EU member to have “national” eSender status with the EU publications office. A facility for the electronic submission of tenders by suppliers is being piloted at present and further enhancement of the site in 2004 and 2005 will see it developed to a level of functionality that satisfies long-term public sector needs.

A public procurement “portal” website, a gateway to all websites connected with public procurement in Ireland, has been developed and is expected to go live shortly. An electronic catalogue, detailing current contractual arrangements for draw-down contracts and framework agreements, is being tested with a view to being made available to public sector procurement officers by end 2004.

A number of eProcurement Initiatives in the health and local government sectors are continuing – these are partly funded by the Department of Finance which is working closely with the sectors to coordinate efforts, ensure consistency and manage sharing and re-use of technological developments. The funding from the Department of Finance will finish at the end of 2004 but the initiatives in those sectors will continue.

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Information Society Fund

The Information Society Fund was introduced, by government decision of 21 July 1999, as a dedicated resource, to progress specific aspects of the government’s first Action Plan for the Information Society covering the period 2000-2002. A new Action Plan “New Connections” was approved by the government on 7 March 2002 covering the next three years 2003-2005.

“New Connections” focuses on initiatives in the areas of electronic government, Electronic commerce, lifelong learning, eInclusion and, to date, over 200 projects have been approved under the fund at an overall cost of €190m.

	2000 (€m)	2001 (€m)	2002 (€m)	2003 (€m)	2004 (€m)
Total Expenditure	11.9	53.1	47.2	35.8	42.2

Scope of fund

The main areas identified for funding have been:

- e-Government projects providing for the electronic and integrated delivery of public services;
- the introduction of electronic procurement across all of the public service;
- initiatives to improve access and to address social inclusion;

- new legislative and regulatory measures in the areas of electronic signatures and electronic writing, electronic evidence in courts, data protection, copyright and telecommunications;
- developing e-Commerce in the business sector, particularly in SMEs.

Key services which have emerged to date under the Action Plan include:

- the Revenue Online Service (ROS) enabling businesses to make tax returns online;
- the E-Procurement portal for the public service advertising all public contracts on the Internet (over €10 000) representing the first stage of a full-cycle E-Procurement facility providing for the electronic submission of tenders and exchange of contracts;
- E-Recruitment service introduced by the Civil Service and Local Appointments Commission providing for the announcement of competitions and an on-line application facility for some posts;
- Land Registry's Online Search service for property folios with over 4 000 subscribers from the legal profession;
- the OASIS and BASIS on-line information bases presenting information organised around "life-events" and "business episodes" for citizens and businesses;
- provision of public internet access points in over 300 public libraries;
- on-line driving test application;
- on-line driving licence and motor tax renewal (currently piloted in three counties and will be rolled out nationwide during 2004);
- the Reach Agency – a cross-departmental agency charged with implementing the Public Services Broker designed to provide a single electronic gateway to all public information and services; and
- Modernisation of Civil Registration Service and link to Child Benefit payments (*i.e.* registration of birth leads to automatic payment of child benefit).

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Management Information Framework

Proposals for **the Management Information Framework (MIF)** were approved by the Irish Government in July 1999. The Project aims at ensuring better outcomes for the public from the use of state resources by:

- improving the quality of decisions about allocation of resources by improving the quality of the information and indicators on which they are based;
- improving the management of resources once allocated; and
- providing a better basis for increased transparency in and accountability for the use of the resources.

The government has imposed a deadline of 31 December 2004 for the acquisition and installation of MIF-compliant systems, although most of the departments and offices have installed their systems well in advance of the deadline.

Essential features of MIF

The essential features of the Management Information Framework are:

1. Financial Reporting It will cater for both statutory and non-statutory financial reporting (appropriation account & financial statements). An accounting framework will facilitate cash-based and accruals reporting and capture direct and indirect costs, distinguishing between current and capital costs.
2. Performance Indicators The system will incorporate non-financial data for each accounting period and for each budget-holder's area of responsibility so that expenditure can be related not only to inputs but also to outputs and outcomes. This performance information should be available for inclusion on management reports, so as to cater for performance reporting against stated objectives.
3. Management Reporting The system will provide periodic reports during the year for all levels of management showing initial objectives, performance targets and associated budgets, on-going performance and associated expenditure, reasons for variances, additional proposals and associated performance and expenditure, and budget profiles.
4. Cost Allocation and Budgeting The system will cater for cost allocation on a programme, project or individual cost centre basis using an approach that facilitates the possibility of cost and performance measurement comparisons. Systems should have the facility to devise budgets and provide budgeting information to managers.

MIF Structures

Considerable work has been done to move the agenda forward and plan for and prepare to install the necessary systems. The MIF project covers 29 government departments and offices.

1. each department/office has a MIF project team and steering group which drives the implementation process;

2. a high-level Consultative Committee which is representative of all departments and offices and chaired by the Department of Finance, oversees progress on the MIF project and reports to a Financial Management Sub-Group of the SMI Implementation Group of Secretaries General;
3. a MIF Project Management Group, comprised of all departments' and offices' project managers, manages the implementation of the project on a practical level;
4. centrally, the Department of Finance, through the MIF Central Unit, co-ordinates the MIF preparations across departments and offices, administers the cross-departmental committees, prepares papers and reports on various MIF issues and ensures that government is kept up-to-date with regular progress reports;
5. along with MIF Central Unit, a number of cross-departmental technical issues are also carried out by *ad hoc* working groups.

MIF Project Plan

The MIF Project Plan is currently being updated to cover the period from 2004-2006. The updated plan looks at the process of MIF implementation up to and after the introduction of new financial management systems and sets out the issues to be addressed. These include Systems Installation, Performance Indicators, Management Reporting, Training & Communications, Monitoring of Costs & Progress, Accrual Accounting, Post Implementation Review and Future Developments that may impact upon MIF.

1. Installation The initial stage of the project involves installing a modern MIF-compliant financial system or upgrading the existing financial one. Some departments have already installed their financial system and most are target to have completed installation by end-2004;
2. Performance Indicators Each department and office has established a Performance Indicators Group or similar mechanism, the purpose of which is to co-ordinate the development of performance indicators in the department/office; provide guidance on performance indicators; assess the quality and appropriateness of the performance indicators being set for the department/office; and ensure that performance indicators are aligned with the organisation's strategic objectives. It is expected that each departments' Performance Indicator Group will make a report to MIF Central Unit by September 2005;
3. Development of the Management Reporting Framework An effective management information framework requires that performance indicators be presented regularly to management with comment and recommendations in the form of management reports. The following is required to put in place:
 - each department is required to have a system of regular management reporting of information to inform decision-making regarding the allocation and use of resources;
 - management reports should contain performance information, both financial and non-financial, as required, alongside other management information from other office systems;
 - the form of management reports is to be decided by each department in line with its individual requirement, but should be flexible enough to meet on-going changing needs of management.

4. MIF Training and Communications MIF Training courses for senior and middle management have been developed in time for inclusion in the Autumn 2004 Departmental Training Programmes which departments will roll out on an on-going basis over the next three years;
5. Monitoring of MIF Project Arrangements are in place for the regular reporting of progress on MIF implementation, through senior management in departments to the Department of Finance on a bi-monthly basis and by the Department of Finance to government every six months.

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Equality in the Irish Civil Service

The Civil Service Equality Unit in the Department of Finance is responsible for developing and monitoring equality policy and for promoting best practice in equality of opportunity across the civil service.

Responsibility for the effective implementation of equality of opportunity lies with the heads of departments, supported by their senior management teams. The achievement of equality goals and objectives are reported on through the existing mechanisms for reporting progress on strategy statements.

Major policy documents are generally agreed under the industrial relations machinery and form part of the working terms and conditions for staff.

Diversity in the Civil Service

Diversity in the Civil Service was launched in July 2002 and sets out the policy on equality of opportunity in the Irish Civil Service. The policy aims to ensure that all government departments are aware of their responsibilities under equality legislation. It commits government departments to ensuring equality of opportunity in the key human resource areas and sets out steps which departments are to take to ensure equality of opportunity in practice.

The policy reflects the provisions of the equality legislation which prohibits discrimination under nine grounds: gender, marital status, family status, sexual orientation, age, race, religion, disability and membership of the traveller community. A separate policy, *Gender Equality Policy for the Civil Service*, sets out a strategic approach to gender equality and specifically addresses the under-representation of women in the senior grades of the civil service.

The Diversity and Gender Equality policies replace the 1986 Equal Opportunity Policy and Guidelines for the Civil Service.

Gender Equality Policy

Gender Equality Policy for the Civil Service was launched in September, 2001. The policy was developed based on recommendations arising from research commissioned by the Department of Finance on the under-representation of women in the middle management grades in the civil service (*Gender*

Equality in the Civil Service, IPA, 1999). The *Gender Equality Policy* commits the civil service to the adoption of strategic objectives, including equality goals, at the level of individual department/office. It also commits the civil service to the development of a programme of affirmative action in the main human resource management policy areas to support these equality objectives and goals.

The *Gender Equality Policy for the Civil Service* is supported by: (i) a Guide to Government Departments on setting equality objectives and best practice in affirmative action; and (ii) Mechanisms for the allocation of responsibility, accountability and monitoring in respect of gender equality.

In addition to departmental goals, the government has set an overall target that 33% of posts at the key assistant principal are filled by women by June 2005. The aim of the target is to increase the number of women in the pool of potential candidates available for promotion to the more senior levels.

Discussions with departments during 2002 indicated that the policy is being implemented effectively. Progress is also being made on the government's target for women in assistant principal posts: figures increased from 27% in June 2000 to 32 % in December 2002.

Research into the representation of women the I.T. sector in the civil service has been commissioned by the Equality Unit. The purpose of the research is to establish why there is an under representation of women in these positions, and to make recommendations on the best means of addressing the imbalances. An interim report will be available shortly.

Employment of people with disabilities

In 1977 the Irish Government introduced a target of 3% for the employment of people with disabilities in the public service. A Code of Practice for the employment of people with disabilities in the civil service was introduced in 1994. The target was achieved in the civil service in the mid-1990s, however, the figure had fallen to 2.8% in the late 1990s.

Research was commissioned by the Department of Finance to examine the operation of the policy and the career progression of staff with a disability in the civil service. The Report identified problems with the existing system of monitoring staff: the annual survey carried out by the Department of Finance identified approximately 2.8% of staff with a disability in 2002 whereas a self-disclosure survey carried out in five departments by the consultants recorded 7% of staff with a disability.

The government has accepted the main recommendations of the report. Work will now commence on implementing the recommendations, including developing a new Code of Practice, appointing an experienced Disability Advisory Officer to advise departments on implementing policy in the area, adopting a new approach to recruitment to ensure that 3% of all recruits to the civil service are people with a disability and introducing improved monitoring systems.

An executive summary of the research is on the Department of Finance website.

Civil Service Anti Harassment, Sexual Harassment and Bullying Policy

The Civil Service anti harassment, sexual harassment and bullying policy was introduced in July 2000.

The policy is a key part in the reform and modernisation of management practices in the civil service introduced under the Strategic Management Initiative. It is widely recognised that an efficient and productive working environment requires, among other things, the creation and maintenance of an

atmosphere free from bullying and harassment. The civil service policy broadly follows practice in other parts of the public and private sectors in Ireland.

The procedures set out in the policy provide a framework under which complaints can be investigated. Investigations are carried out by trained personnel, who are usually civil servants. The investigators act independently of the personnel officer, determine the facts and reach conclusions on the balance of probability as to the credibility of the complaint.

The policy is reviewed and monitored by the Department of Finance, in consultation with personnel officers and staff unions. An informal review of the policy is current underway. The conclusions of the review and any agreed recommendations arising from it will inform the development of the policy into the future.

Work-Life Balance/Family Friendly arrangements

As part of its role in supporting equality, the Equality Unit has responsibility the development and implementation of Work-Life Balance/Family Friendly (WLB) arrangements.

The Equality Unit encourages government departments to give positive consideration to all requests for access to WLB arrangements. The arrangements include flexitime, part-time working, "term time" working, career breaks and other unpaid leave for domestic purposes and paternity leave. A number of small scale pilot e-working schemes are also underway. These WLB arrangements are in addition to statutory entitlements, such as maternity, adoptive, parental and carers leave. A review of the operation of WLB arrangements is currently being undertaken with a view to establishing areas where access to these arrangements might be broadened.

Civil Service Childcare Initiative

The Equality Unit provides the support for the Civil Service Childcare Initiative. In the 2001 Budget, the government allocated €12.7m to provide up to 15 crèches for the children of civil servants. Currently, five crèches have been opened, with one more crèche scheduled to be in operation by early 2005.

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Civil Service Modernisation Programme

Background

The modernisation programme for the civil service can be traced back to 1994 when the Strategic Management Initiative (SMI) was launched. In 1996, a policy document entitled *Delivering Better Government* (DBG) provided a framework for the modernisation programme which was built around the following six organisational themes i) Openness, transparency and accountability, ii) Quality customer service, iii) Regulatory reform, iv) Human resource management, v) Financial management, vi) Information systems management.

In 2002 an independent evaluation of the modernisation programme was completed which concluded, *inter alia*, that although the civil service is better managed and more effective than it was a decade ago, implementation of the programme was not complete.

Modernisation Agenda in current Social Partnership Agreement “Sustaining Progress”

The current national social partnership agreement, entitled “*Sustaining Progress*”, was ratified in March 2003. It provides for implementation of a range of initiatives aimed at ensuring the continued modernisation of the Civil and wider Public Service. In relation to the civil service this includes:

- revised statutory recruitment procedures to enable departments to recruit directly from the labour market rather than through the current centralised system. It is envisaged that when enacted later this year the **Public Service Management (Recruitment and Appointments) Bill** will increase the ability of departments to recruit staff with the necessary skill sets to suit their own business environments in a more timely and efficient manner.
- greater use of **open recruitment**, beginning with the information technology, human resources and financial management areas;
- greater use of **competitive, merit-based promotion** systems within departments to provide wider career development opportunities;
- **devolving responsibility** for appointments, performance, discipline and dismissal and provision of appropriate safeguards by an extension of the scope of the Unfair Dismissals Acts to cover civil servants;
- widening the range of **disciplinary sanctions** and having a fuller range of sanctions available in serious cases of underperformance;
- integration of the **Performance Management and Development System (PMDS)** with wider HR policy and processes.

Performance Verification Groups

It is important to note that the pay increases provided for public servants under *Sustaining Progress* from January 2004 to June 2006, **are not automatic** and are conditional on:

- the maintenance of stable industrial relations and the absence of industrial action in respect of the matters covered by the agreement;
- co-operation with flexibility and on-going change;
- satisfactory implementation of the modernisation agenda contained in the agreement.

Performance Verification Groups (PVGs) were established across the public sector to verify delivery of the modernisation agenda contained in the agreement. Under the first two phases of the verification process the increases due from January, 2004, and July 2004, were approved right across the public service with the exception of a small number of cases where the PVGs were not satisfied with the level of progress achieved. The PVGs are continuing to monitor progress with implementation of the modernisation agenda with a view to determining whether the increases due to be paid from 1 December, 2004, and subsequently are warranted.

Further information is available from www.bettergov.ie or from:

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“Better Regulation” in Ireland

A Government White Paper, entitled “*Regulating Better*”, was published in January 2004 and is available on www.betterregulation.ie. This is the culmination of a process of public consultation and policy development since completion of the OECD’s peer review of Ireland’s regulatory regime in 2001 (“*Regulatory Reform in Ireland*”). The White Paper sets out six core principles of better regulation: necessity, effectiveness, proportionality, transparency, accountability and consistency. The White Paper proposes a number of key actions to interpret these principles into how regulations are designed, implemented and reviewed, including:

- introduction of Regulatory Impact Analysis (RIA), initially on a pilot basis;
- measures to improve the accessibility of existing legislation;
- improvements in the approach to sectoral regulation;
- a renewed drive to tackle “red tape”.

A *Better Regulation Group*, which comprises senior officials from key government departments, independent sectoral regulators, the competition authority and the consumer affairs office, has been established to oversee implementation of the actions outlined in the White Paper and to report back to the government on a regular basis.

“Flow” of new regulation

A model of RIA has been developed for piloting in a number of government departments. The approach being taken includes undertaking public consultation, the consideration of alternative types of regulation and alternatives to regulation, as well as better quantification of impacts. This model will be piloted on draft legislation across a number of departments. Feedback from the pilots will lead to refinement of the model with a view to mainstreaming it during 2005. In preparation for this, greater attention is being given to **capacity building** in the area of evidence based policy making and a number of specific training initiatives are now in place.

“Stock” of existing legislation

In December 2002, the Statute Law Restatement Act was passed into law. This legislation is designed to facilitate speedy administrative consolidation of legislation (by certification of the Attorney General rather than through legislation) and also enhance clarity through user-friendly layouts and simpler texts. Work on the stock of existing regulation is continuing through a programme of **Statute Law Revision**. This includes on-going consolidation work in specific sectors as well as projects such as reviewing all pre-1922 legislation with a view to repealing redundant laws and re-enacting/codifying those that are still relevant. The first phase of this project is the removal of obsolete legislation and an extensive consultation process on this aspect was undertaken in the first half of 2004.

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Quality Customer Service

The continuous improvement of Customer Service was specifically addressed in the policy document “Delivering Better Government” (1996) and a working group was set up in that year to draw up detailed plans for further action in this area. In 1997, the Quality Customer Service (QCS) initiative was formally launched.

The QCS initiative continues to be one of the cornerstones of the government’s programme of change and modernisation and proposals for further improvements continue to be progressed.

Recent developments include:

Customer Charters

Following the announcement of the introduction of the Customer Charter initiative in December 2002, the Department of the Taoiseach produced a comprehensive guide to assist departments and offices in preparing their Charters. Extensive training has also been provided to departments and offices. By October 2004, Customer Charters have been published by 19 departments and offices. The remainder are scheduled to publish their Charters shortly. The Customer Charters are based around a four-step cycle of consultation, commitment evaluation and reporting. Departments are required to evaluate and report on their performance in meeting the standards they have committed to in their 2004 Annual Report.

Public Service Excellence Awards

A competition was organised in early 2004 to identify projects from across the public service which demonstrated excellence in customer service and administration. The competition selected three projects to represent Ireland at the 3rd Quality Conference for Public Administrations in the European Union (3QC) in Rotterdam from 15-17 September 2004. The three projects chosen to represent Ireland were:

- Integrating and e-Enabling Services (Dept. Social & Family Affairs, Dept. Health & Children, REACH Agency)
- A Case Study in Transformational Change (The Revenue Commissioners)
- The Garda National Immigration Bureau (An Garda Síochána)

The competition also identified 20 of the most innovative and effective projects which were showcased at events held in Dublin, Sligo and Limerick during July 2004. These events aimed to show good practice and encourage innovation and excellence. At a ceremony held in the State Apartments, Dublin Castle, at the conclusion of the Dublin Showcase on 8 July, the Taoiseach (Prime Minister), Mr. Bertie Ahern T. D. presented each with a Public Service Excellence Award.

Other Initiatives

In response to the recent government initiative to decentralise a significant amount of the civil service outside Dublin, a paper was prepared in Summer 2004 addressing a number of issues that need to be considered in terms of managing customer service during decentralisation.

A report dealing with Accreditation and Certification schemes in use in the civil service was also published and it is proposed to conduct additional research in this area in the future.

More information on QCS and on the wider public service modernisation programme can be found on our website, www.bettergov.ie

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ITALY

BuoniEsempi.it International: Innovation Best Practices Database

The BuoniEsempi Project

The **BuoniEsempi.it** database (www.buoniesempi.it) is promoted by the Italian Government through its **Department for Public Administration**. It is set up in the framework of the BuoniEsempi.it project, developed and managed by “**Formez – Studies and Training Centre**”, a national agency which works on consultancy and training programmes addressed to public managers and public administrations at all levels of government, aimed at encouraging and accompanying the Italian public administrations throughout several innovation initiatives.

BuoniEsempi.it represents the most comprehensive database on Innovation in public administration in Italy and has become a tool for sharing Innovation. The BuoniEsempi.it database, has started to develop since May 2003 with the aim to promote, share and enhance Italian public administration experiences in innovation. The database collects projects and successful experiences on innovation from public administrations in Italy at all levels: central government, local government, primary and secondary schools, academies, with the aim to promote each “good practice” in a sharing-context, stressing the added-value of transferability. BuoniEsempi.it organises workshops, seminars, and on-site training sessions focusing on models of innovation with administrations’ (*laboratories*).

The **BuoniEsempi.it** database includes, up to now, about **1 400 projects** - organized and classified by content criteria – as well as the related projects’ support documentation and operating materials, guidelines, interactive tools and papers from laboratories. The database is updated every week by a high-level editorial staff and feed through the continuous co-operation with administrations.

All projects are searchable by keywords and/or selecting specific fields easing the search for users. The experiences are organized by the type of the referent administration, type of the innovation policy and target area, and so on. The list of the projects allows access to the single card illustrating the experience in detail. For each project interactive services can be used that forward information on the project to a colleague, print it, or discuss it in a forum. Other materials related to the project can be read.

From a technological point of view, the database website is implemented in .NET environment and follows the most recent W3C’s recommendations on SGML standards (*i.e.* XHTML 1.1), and WAI recommendations on accessibility and usability as well, to allow every platform, browser, and user-specific needs to rightly manage contents and information.

The BuoniEsempi International Section

Starting from July 2004 an **international section** of the web site (<http://international.buoniesempi.it>) has been created, collecting European *good practices* on public administration innovation and fostering horizontal cooperation among public administrations across Europe.

The ultimate aim of *BuoniEsempi – International* is that of sharing innovative public administrations' experiences at an international level, through a consolidated platform to disseminate case-works, excellence models, partnership opportunities, and at last create a net-based, sharing-oriented community. At this end, the programme is starting with a first phase directed to collect and disseminate cases and experiences from **European public administration**.

The **international section of BuoniEsempi.it** database currently allows visitors to access information on **45 projects** carried out by Italian public administrations that have shown interest and willingness to disseminate their experiences on innovation.

Experiences in English, gathered by now, relate to health-care organizations, ministries, universities, schools, regions, provinces and municipalities. Local administrations' experiences represent the major part of the database.

Projects relate mostly to the fields of economic development, employment, healthcare, territory, tourism, culture and free time. The principal issues relate to areas like "data and info management", "nets and technologies" (28 out of 45); "citizens' relationship" (12 out of 45), "strategic planning", "quality", etc.

JAPAN

Regulatory Reform

- In “OECD Reviews of Regulatory Reform: Japan’s Progress in Implementing Regulatory Reform” (July 2004), Japan was evaluated for the many reforms that have been accomplished through strong political leadership. These include the establishment of the Council on Regulatory Reform (CRR), implementation of the Three-year Plan for Regulatory Reform, and promotion of reform through the program for special zones, etc.
- To enhance the regulatory reform, the following promotion systems were established in FY2004. In April 2004, the Council for the Promotion of Regulatory Reform was established for formation of a private-sector body of experts in this area. In May 2004, the Headquarters for the Promotion of Regulatory Reform (Head of Headquarters: Prime Minister) was established for implementation of political leadership. The Headquarters and the Council will keep the close relationship and become so-called “the inseparable wheels of a vehicle” as to make the regulatory reform roll and promote.
- FY2004’s top priority task is the “opening of government-driven markets to the private sector”. On 3 August 2004, the Interim Summary (“Realization of a Private Sector-led Economic Society” through the Opening of Government-driven Markets for Entry into the Private Sector) was published.

Building e-Government

The Japanese Government has promoted to build e-Government based on the “Program for Building e-Government” (decided in July 2003 and revised in June 2004 by the Chief Information Officer (CIO) Council). This program, providing concrete initiatives for three years from FY2003 to the end of FY2005, sets two goals:

- providing user-oriented services to the public;
- materializing simple public administration with high budget efficiency.

The previous major achievements for the first goal are as follows:

- providing all information about administrative procedures and public comment as well as accepting people’s opinions to ministers at the integrated government portal site “e-Gov” (<http://www.e-gov.go.jp/>)(Jan. 2004);
- systems ready for on-line applications handled by national administrative organs (available for 96% of all the procedures) (Mar. 2004);
- realizing the Single Window Scheme for Export/Import and Port Controls (Jul. 2003).

Those for the second goal are as follows:

- specified 75 areas in which the Optimization Plans would be worked out by the end of March 2006 (Sep. 2004);
- formulated seven Optimization Plans for Personal and Paycheck operations/systems etc.

The followings measures will be taken intensively to diffuse on-line use as well as to promote strategically rationalization and efficiency of operations:

- enhancing “e-Gov”;
- developing One-Stop Shop through “e-Gov”;
- accelerating usage of on-line applications and filings; and
- formulating Optimization Plans of the rest of 68 areas.

Promulgation of "Act for Protection of Personal Information Held by Administrative Organs"

“Act for Protection of Personal Information Held by Administrative Organs” (Act No.58 of 2003, hereinafter called “the new Act”) passed the National Diet on 23 May 2003, and was promulgated on 30 May 2003. That is a fully revised act of “Act for Protection of Computer Processed Personal Data Held by Administrative Organs” (Act No.95 of 1988, hereinafter called “the existing Act”).

The new Act is expanded and reinforced as follows in comparison with the existing Act:

- the object of protection extends from computer processed personal data to all personal information held by administrative organs;
- besides the right to request disclosure, the rights to request correction and suspension of personal information relating to him/her are newly established; and
- penal provisions to employees or former employees of administrative organs are newly established.

In addition, under “Act for the Protection of Personal Information Held by Incorporated Administrative Agency, etc.” (Law No.59 of 2003), the strict rule for handling personal information in incorporated administrative agency, etc. is established in accordance with the new Act.

For the enforcement of the new Act on 1 April 2005, each administrative organ is preparing the instructions dealing with the protection of personal information based on the Guideline for Personal Information Security Safeguards established by Ministry of Internal Affairs and Communications (MIC). MIC and the administrative organs are providing trainings for the officials to promote understanding of the new Act, etc.

Policy Evaluation System

Since 1 April 2002, under the “Government Policy Evaluations Act” and the “Basic Guidelines for Policy Evaluation”, each administrative organization has prepared a mid-term basic plan and an annual implementation plan to conduct its own policy evaluations. Almost all of the organizations have prepared and published their evaluation reports.

The Ministry of Internal Affairs and Communications (MIC) prepared the annual report to the Diet on the progress of policy evaluations and how the results of such evaluations had been reflected in policy planning and development in June 2004 under the Act.

MIC, which is responsible for complementing self-evaluations by ministries, also conducts evaluations to ensure uniformity and comprehensiveness of government policies. MIC has published 10 evaluation reports by October 2004.

It also engages in activities to ensure the objective and strict implementation of policy evaluations by ministries, which include review focusing on proper implementation and improvement in the quality of evaluations.

KOREA

Implementing common tasks for government innovation

Since the inauguration of the Roh Moo-hyun administration in February 2003, the issue of government innovation has become one of the top priorities of the Korean Government, alongside eliminating corruption. The current administration, which is adequately named “Participatory Government,” has stressed the paramount importance of government innovation in the process of improving the current practice, perception and implementation of governance: improvements that will contribute to stronger national competitiveness towards meeting the global standard. In the past 18 months of this administration, “The Innovation Road Map for the Five Main Sectors of Society” has been established and this year, the government has designated “change management” as the key tool of government innovation.

Recently the government selected “common tasks” for reinventing government and the tasks are currently in progress. The selected 17 common tasks include:

- HRM reform;
- management of policy quality;
- conflict management;
- deregulation;
- public relations;
- civil appeal system;
- organization management;
- disclosure of public information;
- public records management;
- performance management;
- legal obligation;
- agenda setting;
- fiscal management;
- knowledge management;
- e-government;
- reform of working patterns;
- decentralization.

These 17 common tasks are being led by a “host” ministry assisted by some “leading” ministries. In this process, “host and leading” ministries share successful cases and systems with other related ministries. Among the 17 common tasks, some selected tasks are explained as follows.

Management of Policy Quality. The Management of Policy Quality (MPQ) was initiated from the president’s proposition, “Quality exists in policy”. It seeks systematic ways to reduce social cost caused by policy failure. The government is now in the process of developing a manual or guideline for MPQ, consisting of the four stages of planning, decision-making and announcement, implementation and evaluation, and post follow-ups. MPQ will be piloted in early 2005 and will be brought to full effect by the same year.

Knowledge management. Knowledge Management (KM) aims to maximize capacity of the government organization by accumulating and sharing practical knowledge. KM can be utilized as the effective means of government innovation by systemizing personal and organizational know-how, inventing high-quality knowledge and maximizing productivity of the administration. In Korea, the Government Knowledge Management System (KMS) was introduced in 2000 and is currently operating in 68 organizations including central and district governments. Among them, 26 organizations are digitally sharing information internally and externally.

Business Process Redesign (BPR) and improving working pattern. Redesigning business processes and improving working patterns are also a part of the important tasks at hand. By eradicating unnecessary work, and innovating ways of work, it aims to increase administrative productivity and change administrative culture.

Fostering e-Government. The e-Government project aims to establish a ubiquitous government where public services are available regardless of place and time. In order to improve public services, the electronic public service system has been adopted and 420 items are applicable on-line. Also, citizens can receive digital certification for eight items at their own personal computers. Future plans for e-government policy includes establishing the e-participation portal system which makes room for policy suggestions and feedback, and providing administrative services through mobile phone and PDAs.

For the past year, Korean Government has succeeded in putting the sails up for the long journey of government innovation. Now we are ready to sail.

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MEXICO

The case of CONALITEG

From 1 March 2001 to 31 May 2004, the National Commission on Free Textbooks (CONALITEG) made savings of 1.14 billion pesos, of which 671 million pesos were used to buy 81.2 million books for the 150 000 school libraries and 850 000 classroom libraries; the remaining 468 million pesos were freed as net resources for the Federal Treasury.

It should be noted that the average cost of the books for primary school dropped to unprecedented levels at 4.17 pesos, when it was 9.42 pesos in the year 2000; similarly, the cost of the books for secondary school was 19.21 pesos compared with 34.87 pesos in 2001, which has made it possible to do more with less in benefit of Mexican children. With a staff 20% smaller, book production has increased by 40%. This is “doing more with less.”

- Seeking more resources for investment

Governments should make efforts to increase the scarce resources they have and find alternative sources of financing. An outstanding activity carried out by various funds and trusts, such as FINFRA, is using public contributions to trigger larger amounts of investment with state and private resources.

- Public-private investment schemes (PPS)

The PPS are a type of public-private participation in which the private sector provides the government with support services so that the latter, in turn, provides a public service. In this type of scheme, the capacities, strengths and resources of both sectors are shared in order to provide the population with quality services, combining the State's social responsibility with the private sector's financial, managerial and technological capacity.

The main advantages of this type of scheme appear below:

- The best capacities and skills of the public and private sectors are obtained for the provision of public services.
- Optimum levels of quality in public services are maintained in the long term.
- The potential of public sector resources can be used to greater advantage and dedicated to other social needs.
- Private resources and knowledge are used to provide services in a timely manner.
- Delays and extra costs that commonly afflict the development of public projects are reduced or eliminated.

A panorama of budget constraints such as that faced by the federal government makes it necessary to take advantage of this scheme; consequently, efforts are now being made to design these investment mechanisms for hospitals, universities and highways.

Doing away with criminal practices that harm public assets

It will never be easy to break away from long-standing practices and from the strong interests that have been created around different economic aspects. However, in President Fox's administration, we have struggled to eradicate corrupt practices that harm the assets of all Mexicans.

An important case that has come to the public's attention in recent months is the one related to the theft of fuel from PEMEX. Thanks to the raids carried out, more than 4 billion pesos have been recovered.

The Federal Electricity Commission (CFE), with the implementation of its program on non-technical losses caused by illicit use, recovered a total of 1.1 billion pesos in earnings in 2002 and 2003, and is expected to recover an estimated 600 million pesos in 2004. This program also represents the recovery of 731 million kilowatt-hours for 2004, equivalent to a reduction of 0.21% in the rate of distribution losses.

Generation of additional revenue

Throughout these four years, we have implemented various mechanisms that have allowed the generation of additional revenue and strengthened the investment programs of federal government agencies and entities. Some of these mechanisms are set forth below:

Updating of federal government rates

To provide incentives in government agencies and entities for generating additional revenue, in 2003 it was established that revenues not included in the Internal Revenue Law, classified as "surplus," could be used within the agencies that generate them.

This measure encouraged either the updating of public service rates that had not been modified for a year or the establishing of quotas for services provided free of charge.

Sale of unproductive assets and obsolete inventory stock

The transformation processes and the application of different measures implemented in federal government agencies and entities to make budgets more rational free up assets whose sale generates additional resources that are used for priority projects and programs.

Reduction of the past-due loan portfolio and improvement in collection and inspection mechanisms

Institutions such as the Mexican Social Security Institute (IMSS), the Institute of the National Workers' Housing Fund (INFONAVIT), the Federal Electricity Commission (CFE), the National Water Commission (CNA) and the Tax Administration Service (SAT), whose revenues depend on the recovery of quotas, payment of taxes or collection for basic services view this topic as an important alternative for increasing their revenues. This topic will be explained in the case that follows.

The case of INFONAVIT is briefly described below and includes references to many of the measures presented.

The case of INFONAVIT

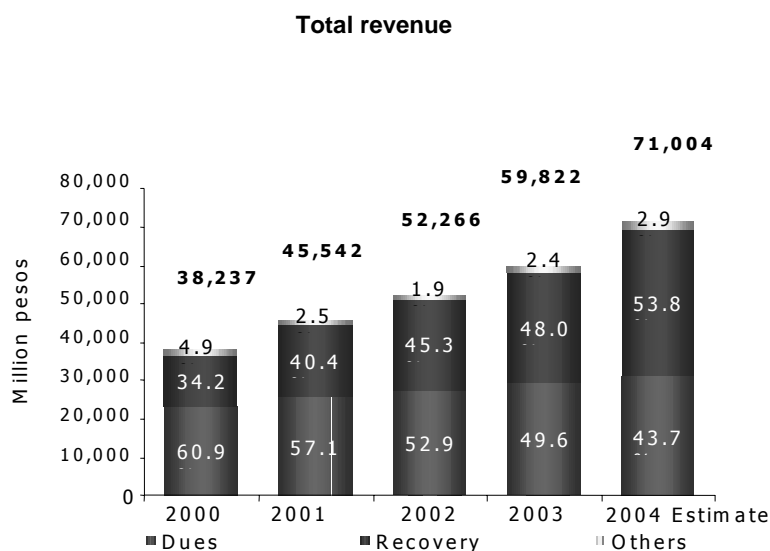
Sources of financing

INFONAVIT's main sources of financing are the mandatory employer contributions in favour of workers and the amortization of loans granted.

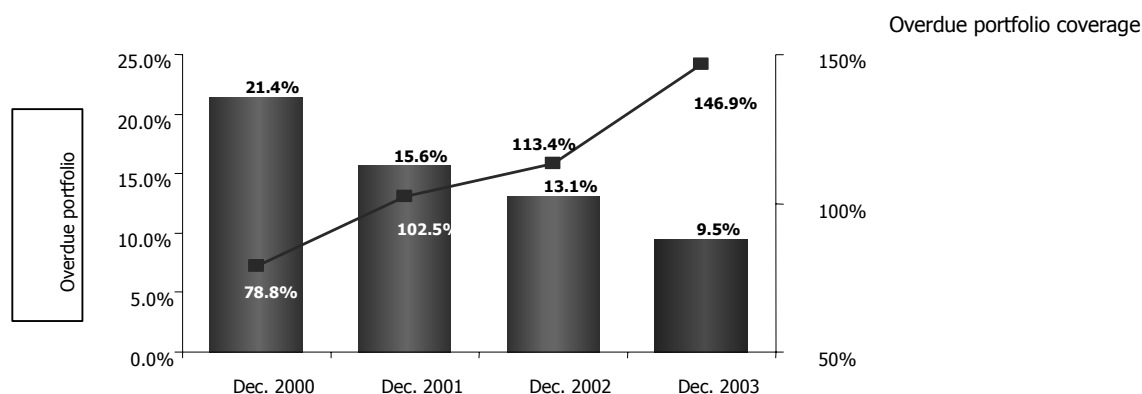
Total revenue 2000-2003

Both portfolio collection and employer contributions improved during this period. Whereas in 2000, INFONAVIT reported total revenues of 38.24 billion pesos, it is expected that in 2004, revenues will surpass 71 billion pesos, an 86% increase.

Revenue through inspection also showed an increase due to improved procedures. Actions that have resulted in improved collection of employer contributions are: the creation of the General Subdirectorate of Fiscal Collection, the implementation of control systems that provide strict and timely follow-up on compliance with employer obligations, and the use of alternative channels, through Internet, which make it possible to consult, clarify and comply with employers' obligations with regard to housing.



The proportion representing revenue from portfolio recovery in comparison with total revenue has risen: in 2000 it was 34.2%, and in 2003, 48%. Currently, revenue from credit recovery is higher than the revenue from employer contributions. The actions that helped to increase portfolio collections are: the creation of the General Subdirectorate of Portfolio Administration, the intensive borrower regularization program, the use of frontier technology for portfolio management and collection, and the contracting of external collection firms, all of which have contributed to the improved results. The overdue portfolio index dropped from 21.4% in 2000 to 9.5% in 2003, and reserves have been created for credit risks which in 2000 were 78.8% of the overdue portfolio, and in 2003, 146.9%.



Alternative financing sources

In March 2004, INFONAVIT issued Housing Stock Market Certificates (CEDEVIS) for approximately 750 million pesos. It was the first time that INFONAVIT gained access to financial markets to channel funds into financing for housing. With the advance receipt of future credit flows, INFONAVIT expedites the rotation of its assets and enters a virtuous circle that allows it to strengthen its capacity for extending credit without contracting debt or committing its assets or altering the conditions for payment, terms and rate originally established with the borrower. With the issue of CEDEVIS, funds can be generated transparently, without limiting the Institute’s financial and administrative autonomy. It is expected that two more transactions will be carried out in 2004 which will provide the Institute with an additional four billion pesos.

Design and implementation of new mortgage products

For INFONAVIT beneficiaries with an income ranging from 7.1 to 11 times the minimum wage “vsm”, a “Joint financing” program was designed to complement the funds from an INFONAVIT credit with those of another loan granted by a bank or SOFOL (limited-purpose financial company). Under this system, the amount INFONAVIT will disburse includes the balance of the housing sub-account plus a credit equivalent to the current value of future employer contributions.

For workers who receive more than 11 vsm, the “INFONAVIT Support” program is used with loans granted by a financial entity other than INFONAVIT for the purchase of housing valued at less than 860 000 pesos. The balance of the housing sub-account remains in guarantee so that in the event of a job loss, the amortization is covered, while subsequent employer contributions of 5% of the integrated wage of the worker is allocated to amortize the loan; this results in a reduced amortization term.

Both “Joint financing” and “INFONAVIT Support” provide for the participation of private capital in financing for housing, boost the funds and broaden the Institute’s capacity to grant more loans.

Certainty and long-term view in the housing sector

INFONAVIT has implemented a five-year Financial Plan, which is a planning tool for the medium and long terms. It also maintains ongoing communication with various agents which, in addition to an extensive network of specialized external suppliers, has increased its operating capacity and helped to create an environment of stability and certainty in the housing sector. The recent placements in the Mexican Stock Exchange have been from companies pertaining to this sector.

INFONAVIT has granted a million loans in less than four years. Since the beginning of this administration, 17% more loans have been granted than in the whole of the previous administration. One-third of the loans extended in the Institute's history were formalized between December 2000 and August 2004.

- Greater benefits to society:

Without measures of this type it would not be possible to explain the growth of public investment and the higher budgets for programs that have the greatest impact on society. Below are some of the benefits that society has received from this type of measures:

Specifically, the following should be mentioned:

- Public investment is the highest in the last 20 years.
 - 70% of the main highways have been modernized.
 - In 2004, public and private investment pledged for highway construction was equivalent to all the investment of the previous administration (55.95 billion pesos)
- Installation of 2 300 e-Mexico community centers
 - Incorporation of 262 000 new hectares of afforestation
 - New programs for social assistance and the fight against poverty, such as fortified Liconsa milk, which has succeeded in reverting anemia in 280 000 children
 - The strategy of micro-regions which is providing social infrastructure to the most marginalized localities in 340 municipalities
 - The Habitat program, which operates in 170 cities, is designed to address urban poverty.
 - The number of families incorporated into the *Oportunidades* program has increased from 2.6 to five million families, benefiting more than 25 million people.
 - Support for 20 000 quality schools.
 - Start-up of the *Enciclomedia* project.
 - One million families affiliated to the People's Insurance.
 - Installation of 750 000 classroom libraries.
 - Increase in the number of SMEs attended by NAFIN, from 15 000 in 2000 to 450 000 in 2004.

Mexico has firm bases to consolidate growth and take advantage of the new surge in the world economy. Today, inflation, interest rates and the country risk are at the lowest levels in recent decades. On the other hand, our international reserves are becoming stronger, reaching record levels in 2004 of more than US\$57 billion.

Budget increases in real terms from 2000-2004 for headings with the highest social impact

Poverty	45.2%
Education	8.8%
Health care	14.3%
Agriculture	33.8%
Security	24.3%
Transfers to the states	17%

With a long-range vision and facing an adverse international situation, President Fox's administration has maintained a responsible fiscal policy which strengthens public revenue and avoids squandering, thus consolidating macroeconomic stability. This provides economic agents with a framework of greater certainty and trust that facilitates decision-making. This is essential for promoting investment and economic growth and generating jobs.

Mexico has firm bases to consolidate growth and take advantage of the new surge in the world economy. Today, inflation, interest rates and the country risk are at the lowest levels in recent decades; on the other hand, our international reserves are becoming stronger, reaching record levels in 2004 of more than US\$57 billion.

The case of SEGOB

Responsibilities

The Ministry of the Interior (SEGOB) is the institution in charge of the country's domestic policy and of the integrity, stability and continuation of the Mexican State. It carries out intelligence activities in the field of national security and is responsible for coordinating and directing relations between the Executive Branch and the Legislative and Judicial Branches, as well as establishing and fostering relations between the federation, the states and the municipalities.

In addition, it is in charge of linkage with social, political and religious groups, strengthening the rule of law, promoting the defense of human rights, directing population policy, managing the population register, coordinating civil protection and disaster prevention systems, and following up on migratory policies and refugee assistance.

This ministry is also responsible for exercising the State's guiding functions with regard to radio and television, safeguarding the nation's historical, bibliographical, newspaper and periodical archives, managing and publishing the Official Gazette of the Federation, and supervising public games and draws in the country.

Situation encountered in the year 2000

At the outset of this administration, the Ministry of the Interior was faced with important challenges in view of the new role it was to play at this new stage in the country's democratic life. Bearing in mind that six different Chief Administrative Officers had been in charge of the administration the ministry in the previous six years, the situation we encountered is understandable and included the following aspects:

- Non-integrated, uncoordinated processes, many of them carried out manually, which was reflected in the lack of accurate, timely and relevant information.
- Significant lack of connectivity, since there were no interconnected servers or switchboards.

- Decentralized operations: each area was responsible for making its own payments, for which there was a revolving fund of 14 million pesos distributed in 39 checkbooks available for that purpose, and each had its own warehouse, amounting to 39 in total.
- There were 642 pending audit observations, of which 330 were for the Office of the Chief Administrative Officer.
- Liabilities from past fiscal years.
- Buildings with wasted space and no preventive maintenance, which resulted in frequent power cuts, malfunctions, poor safety measures, telephone problems, disorder and lack of cleaning.
- Utility automobiles assigned, against regulations, to directors and deputy directors.
- Superfluous functions and staff, as well as duplications in programs and structures.
- Lack of timing and delay in administrative procedures; for example, new employees did not receive their first paycheck until three months after they started working.
- More than 1 377 people being paid under a fee system.

Approach and action plan

Like many of the government institutions that were in a similar situation, the Ministry of the Interior faced a major challenge: cleaning up the past, dealing with the present and building the future. To achieve these objectives, it adopted a transformation model that included the seven basic elements of all organizations: strategy, structure, systems, profile, spheres of competence, culture and style. A five-year action plan was prepared on the basis of this model, divided into three stages:

- Clean-up and basic operation to organize the operation and support the substantive areas (2000-2002).
- Transformation to define and align the elements needed to create a flexible and effective organization (2002-2004).
- Consolidation to conclude the projects initiated and establish an impeccable operation (2004-2006).

Control and transformation measures

Among the measures adopted to fulfill the objectives set forth in each of the stages, the following should be mentioned:

Centralization. The dispersion of expenses among the units was remedied and was one of the main measures that helped to reduce spending; in this regard, 80 expenditure items were centralized, a sole program for furniture and equipment procurement was established, and payment to suppliers was centralized.

Control. For non-centralized items, quota ceilings were established and mechanisms to review expenditures and supporting documentation were defined.

Suppliers. A detailed selection of suppliers was made and existing contracts were renegotiated, achieving significant improvements in purchasing conditions; for example, reductions of up to 45% in leasing prices were obtained.

Transformation of Processes. All the processes of the Office of the Chief Administrative Officer were redesigned with the adoption of better management practices and the incorporation of technology as a powerful tool through the implementation of the SAP model for financial resources and materials and the *Meta 4* model for human resources.

Redistribution and improvement of spaces. The measures taken to make more rational use of physical spaces included:

- definition and application of standards for office space by type of post;
- remodeling of buildings to provide staff with safer, more decent places;
- vacating of rented properties and return of buildings not in use to the National Assets Appraisal Commission (CABIN).

Progress and results

Almost four years after the beginning of this transformation process, the Ministry of the Interior is showing significant progress in its operation and administration. Many challenges yet to be met, but the foundations for consolidating an “impeccable” operation in 2006, as established in its transformation model, have unquestionably been laid. Some of the main advances include:

- In 2003 the ministry managed to reduce annual current expenditures by 1 billion pesos in real terms, in comparison with the year 2000. In this regard, it accumulated savings of 2.52 billion pesos in three years.
- In the field of expenditure on personal services, the total staff decreased by 20% and the staff of the Office of the Chief Administrative Officer by 41%. As a result, spending in this area was reduced by 12% in real terms.
- In the project for spaces, 32 000m² of offices have been modernized, 33 000m² in buildings not being used have been returned to CABIN and 10 300 m² of rented space have been cancelled.
- In relation to measures taken to correct matters of the past, more than 200 million pesos were paid for regularization, payment of liabilities and contingencies of previous years, and more than 500 pending observations were settled.
- The ministry acquired 2 750 personal computers; a metropolitan data network connected to 17 ministry buildings was installed; the number of computers connected to the network was increased 300%; central processing, storage and backup capacity was expanded; and a logical security plan was implemented.
- With economies generated in the field of personal services through the implementation of various measures, such as the freezing of job openings and the elimination of jobs in non-substantive areas, progress was made in solving long-standing problems that hindered the operation of the ministry, caused deficient service to citizens and encouraged corrupt practices and lack of transparency. Re-equalization of wages was effected on the basis of the performance of the 1 890

lower-income posts, the regularization of 258 temporary posts and the conversion to federal posts of 100 fee contracts for public servants at Games and Draws; Additionally, the Fourth Chamber of the Federal Conciliation and Arbitration Tribunal was established.

- Special emphasis was placed on training Ministry staff in the topics of ethics and public service, with more than 200 000 man-hours spent in support of cultural change in the institution.

Important change-related figures

As we can see in the case of the Ministry of the Interior, government institutions have been carrying out various actions revolving around the lines we have established to advance in reducing the government's operating expenditures. A list of some of the courses of action implemented to attain this objective appears below:

Item	Unit	Variation 2000-2004 (%)
Current expenditures (millions of pesos)	(1 000)	25%
Number of staff	(2 900)	20%
Number of automobiles	(705)	53%
Administrative expenditures (millions of pesos)	(121)	29%
Number of observations	(500)	55%
Number of PCs	1 154	54%
Number of PCs connected to the network	1 824	203%
Visits to the Internet (millions)	2.9	886%

- Orderly use of physical spaces and cancellation of leases.
- Freezing and cancellation of jobs in non-substantive areas.
- Implementation of the Voluntary Severance Program.
- Redesigning of processes through the use of technology.
- Elimination of duplication in programs and structures.
- Elimination of discretionary payments to public servants and containment of the earnings of middle- and upper-level management.
- Reduction and standardization of rates for expenses such as travel, fuel, cell phones, food, etc.
- Reduction of government procurement costs for goods and services.
- Centralization of warehouses.
- Elimination of the administrative sections of units, coordination offices and general directorates.
- Outsourcing services.

With measures such as these and the creativity and commitment of all public servants, we will continue advancing towards a more austere administration and transparency in the use of resources.

Increase investment spending on social infrastructure and programs of major benefit to the population

It should be recognized that the resources available to governments are limited and insufficient to meet all of the population's needs and, in many cases, such as Mexico, their budgets encounter pressures which, year by year, significantly reduce their leeway for manoeuvre. Among these pressures is the exponential increase in the cost of pensions and the trend of increasing outlays to meet the payment obligations of the *Pidiregas* (Deferred Budget Impact Projects). Various alternatives that could enable them to obtain greater resources to increase social spending include:

- More borrowing by expanding the public deficit

With a long-term vision and in response to an adverse international situation, far from falling into the temptation of contracting greater indebtedness to meet the enormous expectations with which the administration of President Fox took over the government in December 2000, a responsible economic policy that has enabled the fiscal deficit to be reduced from 1% as a proportion of GDP in 2000 to 0.3% in 2004 has been maintained, in accordance with the provisions established in the National Development Financing Program. This means that, far from gaining greater resources in this manner, the resources available have decreased by nearly 50 billion pesos.

This measure can only be appreciated in the sense of being an all-out effort to achieve macroeconomic stability to ward off the spectre of recurring crises and provide certainty and a solid base for sustained and sustainable growth over the long term.

- An increase in available resources through greater collection

Economic stability is the result of a responsible fiscal policy that strengthens public revenues and prevents squandering. In view of Congress's refusal to approve a fiscal reform that would allow greater equity in the payment of taxes by all citizens and give the government a larger amount of resources for social spending, the only alternative for increasing government resources by this means was limited to gradual improvement in tax collection.

In 2004, the taxpayer register has grown 30% in relation to the year 2000 and many of those who did not pay taxes now contribute to the works being carried out by the three levels of government in benefit of all Mexicans. By the end of 2004, tax collection will have increased by one percentage point of GDP in relation to the year 2000, and will amount to 11.6%. This means that as a result of the federal government's greater collection efficiency, it will be possible to have more than 70 billion pesos a year available to address the needs of the population.

- Freeing up resources from operating expenses

In previous paragraphs, this section has already been dealt with in general terms. However, the above-mentioned figure of 55 billion pesos saved during these four years only takes into account the items that have been fully identified. There are many other areas, however, in which savings cannot be listed because they are directly redirected within the agencies that generate them.

NETHERLANDS

Public sector performance – an international comparison”

In view of the Dutch Presidency of the European Union in the second half of 2004, the Dutch Ministry of the Interior and Kingdom Relations (BZK) asked the Social and Cultural Planning Office of the Netherlands (SCP) to investigate public performance in the EU member states and four non-EU Anglo-Saxon countries (USA, Canada, Australia and New Zealand). The ministry was particularly interested in the productivity and effectiveness of public sector producers and in the quality of their products. Taking lessons form abroad may assist in implementing improvements deemed necessary.

The performance of the public sector of national economies is a crucial factor in the race to achieve the goals in the Lisbon Agenda (about economic development of Europe). It is therefore useful to relate differences in performance in education, health care, law and order, and public administration to differences in resource use and national institutions. Observed differences in the productivity, quality and effectiveness of public services logically lead to the question of how they come about.

Shortly, the report of the investigation was published. It is entitled: “***Public Sector Performance – an international comparison***”. The report can be downloaded from the internet: <http://www.socialestaat.nl/scp/publicaties/boeken/9037701841/PublicSectorPerformance.pdf>

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NEW ZEALAND

New developments

This factsheet focuses on these new and ongoing initiatives in the New Zealand Public Service:

- Update on Public Finance (State Sector Management) Bill
- Achieving E-Government: Ready Access and Alignment
- Taskforce Report on “pay and employment equity”
- Guidelines for Managing for Outcomes (MfO) and Shared Outcomes

Update on the Public Finance (State Sector Management) Bill

In the November 2003 factsheet, we talked about the work on the Public Finance (State Sector Management) Bill. Since then, the Bill has gone through the legislative process, and is now on the verge of being enacted. In this factsheet, we provide the updates on the Bill. The Finance and Expenditure Committee (FEC) has now reported back to the House, and it is likely that the House will pass the legislation before this Christmas.

Key features of the bill

The PF(SSM) Bill has three major components: (a) amendments to the Public Finance Act 1989, (b) amendments the State Sector Act 1988, and (c) a new Crown Entities Act.

Crown entities legislation

(“Crown entities” is New Zealand jargon for government organisations that are neither departments nor State-owned Enterprises (SOEs)). The government is committed to a strong state sector, able to deliver a high standard of service to the New Zealand public. The Crown entities legislation is designed to improve Crown entity governance and accountability in order to achieve better alignment between entities and government objectives – with better integration of Crown entities into the rest of the state services. At the same time it recognises and respects the independence that some Crown entities have from government direction, which is reflected in the classification of entities in the Bill.

The legislation, which is a world first, includes some new requirements of Crown entities. It contains generic governance and accountability provisions. Entity-specific statutes will deal with the establishment and functions of particular Crown entities, together with any required tailoring of the generic provisions. For a number of Crown entities the requirements will be largely unchanged from previous statutes. Overall, the previous patchwork of obligations that existed is now replaced with comprehensive and consistent requirements, including:

The classification of Crown entities in a way that reflects their nature and their relationship with the government. This has allowed both the development of a consistent regime, and appropriate tailoring for different circumstances.

- key governance provisions (*e.g.* role of board members, appointment (and removal) of members, duties, conflicts of interest, delegations, and protection from liability);
- subsidiaries and other interests;
- ministerial powers of direction;
- accountability and reporting provisions;
- a consistent financial powers regime that applies to most Crown entities.

There are also significant transitional provisions in the PF(SSM) Bill that deal with matters such as existing appointments, delegations, directions, financial powers and reporting.

Amendments to the State Sector Act – the role of State Services Commissioner

The amendments to the State Sector Act will extend the State Services Commissioner's role beyond Public Service departments, reflecting the recommendation of the *Review of the Centre* conducted in 2001. The most significant change in practice that will affect Crown entities directly is that the Commissioner will be able to set standards of integrity and conduct for Crown entities, and may do so by issuing a code of conduct (with the ability to vary the code for legitimate differences between Crown entities). The State Services Commissioner will also be able to provide advice and guidance to Crown entity employees on matters that concern integrity and conduct. Other amendments will formalise existing practice: the State Services Commissioner's advice on the machinery of government will extend formally across all areas of government. The State Services Commissioner's role in advising on management systems and structures will also be able to extend to the Crown entity sector.

In addition, ministers want the State Services Commissioner to take a lead in developing excellence amongst state servants. There are many roles played by staff of different Crown entities and the demands and pressures are also different. But society expects that state servants will work to a high and common standard. In the months and years to come ministers expect the State Services Commissioner to work with Crown entities to achieve that goal.

The amended Bill is available on the following websites: Office of the Clerk of the House of Representatives: <http://www.clerk.parliament.govt.nz/Publications/CommitteeReport/Default.htm>; State Services Commission: <http://www.ssc.govt.nz/display/document.asp?navid=230>; Treasury: <http://www.treasury.govt.nz/pfssm/>.

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2. Achieving e-Government Project: Ready access and alignment

While the e-government programme has mainly analysed the achievement of ready access from a supply perspective, there is also recognition that measuring the awareness and demand for e-government is necessary as well. Towards that end, in 2003 and 2004, the E-Government Unit (EGU) of the State Services Commission has commissioned a number of surveys and studies to determine the demand for e-government. Information from this research will contribute to an understanding of New Zealanders' interactions with government online, and provide valuable information for agencies and the EGU on the use of and demand for e-government.

This Factsheet looks at the two surveys that were conducted in 2004 for the Achieving E-Government project: "Channel Surfing", and "Wired for Well-Being". The first was a telephone survey of 5 000 people to find out about their contact with government and their use of the Internet, and the second was a focus group study of 65 peoples' interactions with government.

Channel surfing: How New Zealanders access government

The EGU commissioned Auckland University to carry out the Channel Surfing survey. Interviewers asked people how they contact government and use the Internet to access government information and services, and about their interest in future e-government information and services.

A key finding from the survey was that although there was demand for government information and services on the Internet, people were not aware of the extent to which agencies make resources available on their websites.

Other significant findings were:

- 74% had made contact with government over the previous year;
- 65% had contacted the government five times or less during the previous year;
- people with few qualifications (sixth form certificate or less) were the groups most likely to contact government;
- people used multiple means of contacting government; 28% had used the Internet to contact government over the previous year;¹
- although many respondents had experienced security issues (such as computer viruses) in their use of the Internet, this was not usually a deterrent to continued use;
- people most commonly contacted government to complete a form or get information;
- people most commonly contacted government about social services, city and regional council matters, tax and business issues, transport and health;
- 65% had used the Internet over the previous year. Many New Zealanders use the Internet on a regular basis.

Of respondents who used the Internet for personal reasons:

- 49% used it every day;
- 35% used it every week.

1. These people were most likely to be in the 30 to 39 age group.

Wired for well-being: Citizens' response to e-government

In June 2004, the EGU commissioned Victoria University to carry out the Wired for Well-Being study, to find out about New Zealanders' interactions with government and government online.² The study included a questionnaire and group discussion involving 65 people in 12 focus groups representing different sectors of New Zealand society.

Of the 65 participants, 72% had made contact with government by websites or email. Most people perceived government websites as providing basic information. They did not associate them with providing services.

The study noted that:

...the role(s) people played in society (taxpayer, parent, business person, independent contractor to government, advocate for an ethnic group, advocate or activist on social, environmental or political issues) was the primary determinant of their use of government on the Internet.

These roles were more important than any particular demographic factor. The study confirmed that most people contact government using the telephone³ or in person, and that traditional methods often complement the use of websites. Public awareness of e-government and the government portal was low.

The study concluded that government could do more to promote ready access by helping people to get computers, eliminating Internet charges in libraries, helping to develop broadband access, and finding some way of giving free access to government websites. Various agencies, including the State Services Commission, are addressing these issues with the draft Digital Strategy – one of its objectives is to improve people's access to the Internet and therefore to government online.

Information on the research on how New Zealanders interact with government can be accessed at: <http://www.e.govt.nz/research/index.asp>.

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2. *Wired for Well-Being: Citizens' Response to E-government* June 2004, compiled by Rowena Cullen & Peter Hernon, Victoria University, Wellington. Go to: www.e.govt.nz/research/index.asp.
 3. The Channel Surfing survey indicated that Māori were significantly more likely to contact government using traditional channels, as they were considered more personal.

3. Pay and employment equity

In the November 2003 Factsheet, we talked about the work of the Taskforce on Pay and Employment Equity in the public service, health and education sectors. In March this year, the Taskforce submitted its recommendations to government.

To recapitulate, the Taskforce recommended that by 2008, genuine and durable pay and employment equity for women will be a feature of the New Zealand Public Service and public health and education sectors. The gender pay gap in those sectors will also have been significantly closed, and all practicable steps to close the gender pay gap will have been taken (the pay gap – across all sectors – between the average earnings of women and men currently stands at approximately 16%).

The Taskforce's recommendations on this subject matter focused on several elements, including, among others:

- development of a gender neutral job evaluation tool suitable for use in the three sectors;
- need for government to make a commitment to steady and measurable progress towards the goal of pay equity;
- need for a communications plan to raise awareness and understanding of pay and employment equity;
- the government should establish a process for remedial settlements of pay equity claims;
- the Employment Relations Law Reform Bill Part II should be reviewed to ensure that it requires employers to pay equal pay for the same or substantially similar work, enables union/employee access to pay information to determine whether equal pay is being provided, and provides a transparent and efficient process for investigating, processing and determining claims, on an individual or collective basis, and remedies for non-compliance;
- the government should establish a tripartite process for developing core minimum employment standards for pay and employment equity in the different sectors;
- the government should: (a) strengthen the existing accountability mechanisms to deliver pay and employment equity, and develop new mechanisms where none exist at present, at each level and for each sector; (b) strengthen bargaining parameters to include an explicit expectation relating to pay and employment equity; and (c) require chief executives to aim to eliminate any inherent or built-in gender bias in pay setting methods.

The Taskforce report is available at: <http://www.ers.dol.govt.nz/about/TaskforceReport.pdf>.

Cabinet has now considered the Taskforce report and agreed to a five-year Plan of Action to achieve pay and employment equity in the Public Service, and public health and education sectors, and agreed to establish a Contestable Fund to facilitate capacity building for both employers and unions in achievement of pay and employment equity. A Pay and Employment Equity Unit, within the Department of Labour, has now been set up, and a tripartite Steering Group appointed to advise the Secretary for Labour on pay and employment equity matters. The government is currently considering "next steps" for 2004 and beyond.

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4. Guidelines for managing for outcomes and shared outcomes

The evaluation of the first round of SOIs led to requests from departments for advice on managing for shared outcomes – where the desired outcome is common to two or more agencies. Guidance was developed by the State Services Commission, in conjunction with Treasury, for agency leaders in making decisions about when and how to manage for shared outcomes. (*See also NZ FactSheet for 2004 April and 2002 October*).

The guidance noted that as a form of inter-agency collaboration, managing for shared outcomes is not appropriate in all circumstances. Managing for shared outcomes involves joint decision-making and shared responsibility. An assessment should be made about whether the outcomes can be best achieved by working alone or by working with other agencies. This includes having a testable rationale that clearly articulates how working together contributes to the outcome. Moreover, there are direct and indirect costs in collaborating and the assessment should also examine the cost-effectiveness of the proposed collaboration.

Managing for shared outcomes also requires agency leaders to create and sustain an environment conducive to collaboration. This can require significant behavioural and cultural change, if informal barriers to collaboration are to be broken down.

The guidance is available from: <http://www.ssc.govt.nz/mfso-guidance>.

2003/04 SOI evaluations

An evaluation of the second round of SOIs was recently commissioned (final draft September 2004). This focused on the quality of Statement of Intent documentation, rather than the actions taken by departments to implement the Statement of Intent. The interim findings of the SOI evaluation include:

- most departments are making a concerted effort in the development of their SOIs;
- around two-thirds have achieved improvement/considerable improvement over successive years;
- areas where the greatest improvements have been achieved are outcome specification, progress indicators, document accessibility, and the link between outcomes and outputs;
- well over half the departments are rated as proficient or above in relation to the quality of their SOIs;
- there are examples of good practice for all areas of the SOI, and the overall conclusion is that there is now a rich and diverse group of SOIs to support the advancement of all SOIs.

Managing for outcomes 2004/05

The central agency Managing for Outcomes work programme for 2004-05 aims to assist the move from planning to managing for outcomes by:

- central agencies agreeing and articulating the nature of the change needed;
- the development and roll-out of clear, succinct guidance material which sets out the base expectations of central agencies and departments;

- developing and implementing tools to help central agencies, departments, and ministers embed managing for outcomes thinking as part of their everyday business practices;
- running initiatives to create demand for outcomes based management;
- increasing the focus on getting departments to assess their own progress and sharing their experience, progress and learnings with others;
- helping departments to take an evidence-based approach to designing, delivering and reshaping interventions;
- central agencies continuing to assess the progress of the managing for outcomes initiative against its goals, and central agencies and departments against the agreed expectations.

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NORWAY

New developments

1. New Ministry of Modernisation

On 1 October this year the restructuring of the government was implemented. Notably employment policy, social security administration and social services have been brought together in the new Ministry Labour and Social Affairs.

Furthermore, to strengthen the government's efforts in improving the public sector in Norway, the Ministry of Modernisation (MOD) has been established, comprising most of the former Ministry of Labour and Government Administration and parts of the Ministry of Trade and Industry.

The new ministry's responsibilities include: the government's administration and personnel policy, competition policy, national policy for development and coordination of the use of information technology and measures to make government more efficient and service-oriented.

MOD is responsible for the following subordinate services: the county governors, the Norwegian Competition Authority, the Norwegian Public Service Pension Fund, the Directorate of Public Construction and Property, Government Administration Services, the Data Inspectorate and Statskonsult (governmentally owned independent consultancy).

The Ministry of Modernisation has five departments and two staff units. These are: The Department of Restructuring and Personnel Policy, Department of Competition Policy, Department of Government Services, Department of Information Technology and Department of Internal Administration. The staff units are the Wage Negotiations Staff and Economic Analysis Unit.

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2. *Civil service Ethics*

Post-employment regulations

The Ministry of Modernisation is about to finalise non-statutory post-employment regulation covering the changeover from the civil service to the private sector, including political posts.

Ethical guidelines

The Ministry of Modernisation is in the final stage of elaborating ethical guidelines for the government service. The guidelines cover areas like transparency, loyalty, integrity, conflict of interest, whistle-blowing, etc.

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POLAND

European Document Exchange System (EWD-P) Supporting Interoperability with the European Commission

The European legislative processes are based on a complex infrastructure of working groups and committees focusing on assorted domains governed by the European Parliament regulations and the European Commission directives. Representatives of all member states participate in the legislative process preparing appropriate position documents and participating in the respective working group and committee meetings. In order to facilitate the document exchange between the General Secretariat and the member state governments an information system called the U32 Mail has been implemented. Each member state has been provided with two access points to the U32 Mail system, one in a selected location in the member state central government and one in the Brussels representation office, receiving about 600 documents daily. Most of the documents pertain to new issues requiring a position to be presented by the member state government, whereas some of them pertain to the already existing current cases. Additionally, access to a repository of all European Commission documents is provided.

Stringent discipline imposed by the European legislative processes, usually involving several central government agencies and authorised individuals participating in various roles, calls for advanced IT functions to provide the required level of technological support. The EWD-P system has been developed and implemented to provide a central repository comprising electronic records pertaining to the Polish government positions with respect to all European legislative initiatives. The electronic records comprise all European and the Polish Government internal documents pertinent to a given case as well as the respective procedural information. A workflow process management platform has been set up to provide automatic support for all internal Polish Government procedures producing the required position documents. The workflow process initiating at the U32 Mail terminal ends at the Polish Representation Office in Brussels spanning some 100 central government agencies and involving about 12 000 government officials. Access to the European Commission document repository is transparently supported by the EWD-P system.

Achieving interoperability with the European Commission General Secretariat required providing solutions to several advanced technological problems including the use of artificial intelligence techniques for document categorisation as well as the intelligent workflow management functionality to support complex document flows through the meanders of the central government administration. A generalised workflow management platform OfficeObjects® WorkFlow has been selected to provide an underlying technological platform for all EWD-P legislative process workflows. A single generalised workflow process type has been sufficiently powerful to support flows pertaining to any of the individual case categories involving a host of distinct agencies and individuals invoked in the appropriate roles to provide indispensable expertise. Advanced time modelling techniques have been employed to avoid delays in providing government position papers that might result in default official consent with respect to a particular issue. Electronic records of government proceedings including all official and intermediate case documents as well as the workflow process information are maintained in the EWD-P repository to provide invaluable reference material for government analysts. Controlled access to the EWD-P system is provided for all participants via the open Internet with security supported by an elaborated role-based user access right model and the SSL data encryption. Electronic signature is available to support document

authorisation whenever required. The EWD-P workflow process milestones are summarized in a table to provide a bird's eye view of the complex procedure enacted for each European document arriving via the U32 Mail system.

Process milestones	Principal functional issues
Categorisation of European documents	Although all European documents are delivered together with the corresponding metadata including the categorisation information, a complex mapping between the EC categories and the Polish Government categories must be performed in order to select the appropriate case process routing and participant assignment. The mappings are supported by automatic multilingual text categorisation algorithms based on "machine learning" techniques.
Selection of the case procedure routing	Each case is handled by several government agencies, where a selected agency is nominated as a "leading agency" and the remaining are involved in the "collaborating" agency capacity. Each agency must provide appropriate experts to work on a case.
Selection of the case participants	A case team is automatically assembled by the system with the use of pre-defined roles associated with each case category defined in the EWD-P system ontology. Each team must include one leading expert and several collaborating expert, at least one from each nominated collaborating agencies.
Support for expert team collaboration	Expert team collaboration culminating in the final accepted position paper is supported by a team collaboration management platform integrated with the workflow management platform providing means for disciplined exchange of views and positions of individual experts participating in the case. All discussion threads, messages, and intermediate documents are maintained in the electronic case history.
Conflict resolution	In the case of conflicting positions of participating government agency representatives, an arbitrating role has been defined for each case category. The automatically selected process participant empowered by such role is authorised to select the final official Polish Government position.
Authorisation	Each Polish Government official position paper is authorised by an authorised official, usually at the under-secretary or minister level, prior to being passed on the Polish Representation Office in Brussels.

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1. **The Institutional Development Method (IDM) is result of the cooperation of Polish and international consultants, local government practitioners and the Ministry of Interior and Public Administration. After field-testing in 30 local governments over three years the method has been disseminated to all Polish local governments this year.**
2. **The method is an attempt to simplify and adjust to Polish context the existing models used in quality management such as the CAF and EFQM models.**
3. **The IDM is a universal, comprehensive, simple, and affordable method. It is developed as a user-friendly tool suitable for all types of local government. It covers all management areas and improves performance within a short period of time.**
4. **The IDM is aimed at improving effectiveness and efficiency of spending public funds and standard of public services delivery, initiating a process of continuous improvement in local government management, and enhancing absorptive capacity of local government for EU funds.**

4.1. *The Institutional Development Method consists of three stages:*

1. Institutional analysis;
2. Preparation of development plan;
3. Implementation of improvements.

The institutional analysis is conducted in a form of self-assessment with support of a computer diagnostic questionnaire. It may be undertaken in all or selected management areas. The self-assessment determines current development stadium in each management area with respect to applied management tools and procedures. It also measures progress over time against the set of qualitative and quantitative indicators.

5. The following management areas are subject to self-assessment:

1. strategic management;
2. organization of local government office;
3. human resource management;
4. public services delivery;
5. social participation;
6. stimulation of economic development;
7. project management skills;
8. co-operation between local government authorities; and
9. ethics and prevention of corruption.

5.1. *The result of the institutional analysis is a baseline showing current state of affairs.*

Preparation of the development plan requires the following actions:

- prioritisation of improvements;
- finding better management solutions in a database of best practices in Polish local governments;
- choice of implementation tools from the IDM tool kit.

5.2. *The database gathering identified Polish best practices in local government management practices and the IDM tool kit have been developed to facilitated implementation of improvements.*

5.3. *Sustainable system of identifying and disseminating field-tested management solutions has been created by the Ministry of Interior and Public Administration in co-operation with national associations of local governments.*

Further information is available from the website: www.mswia.gov.pl/pri

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Sub-component B-3 of RDP
“Institutional building in local and regional administrations”

Sub-component B-3 of RDP was implemented by the Ministry of Interior and Public Administration between 2001 and 2004 with the World Bank co-financing. All activities planned for this program were implemented and completed.

The immediate objective of Sub-component B-3 of RDP was to increase the level of management efficiency and effectiveness in the local and regional public administration units covered by the program, through strengthening their institutional development and training.

The overall long-term objective of the sub-component B-3 implementation was making significant contribution to creation of institutional conditions for stable improvement of management efficiency in local and regional units of public administration in the rural areas.

The immediate outcomes (results) of Sub-component B-3 implementation are:

1. Methodology of institutional development of local and regional public administration units was prepared and tested on the group of 30 local and regional government units and 3 voivodship offices.
2. As a result of Institutional Development Program implementation 33 pilot units fully implemented their specific institutional development plans agreed with MIAPA. As a result these pilot units are better equipped to serve quality public services for citizens and businesses.
3. 1 225 local and regional governments which participated in 16 regional conferences disseminating Institutional Development Method (IDM), are better equipped to self-assess their own institutional potential for good management, and based on the IDP method and tools are prepared to implement specific priority improvements. Remaining 1 567 local government units, which did not participate in conferences received by post printed materials and CD-Roms with software prepared by the Program. Description of IDM as well as implementation tools and case studies is available on the web site of MIAPA (www.mswia.gov.pl/pri).
4. 823 local and regional government units participating in 100 workshops on ethics and prevention of corruption are better equipped to prepare and execute internal standard of ethical behavior and management. The remaining 1 969 local and regional government units which did not accept invitation to participate in workshops, received by mail all manuals and training materials including the training film for staff, and through these means also are equipped to improve performance with this respect.
5. As a follow-up to the completion of IDP and Dissemination Program (including “National Competition for Best Management Practices in Local Government” an Internet data base of “Best Management Practices in Local Government” was created (www.dobrepraktyki.pl). It will be updated in future by the national local government associations and MIAPA. Besides electronic version, a short printed description of all proposed high quality “practices” was mailed to all local governments in Poland creating a basis for benchmarking and mutual learning process among Polish local governments.
6. 642 local and regional government units (4 555 city officials and councilors) increased their capacity to plan and implement projects financed with UE grants and own funds. 589 specific projects were prepared (some of them by several local units together – therefore number of

projects is smaller than that of units), and are currently being proposed as formal applications for Sectoral Regional Development and Human Resource Development Operational Plans for financing with EU structural funds. Through participation in seven-month long training courses of teams of local officials and councilors from one unit (instead of individual representatives) these local governments enhanced capacity for modern management in all key aspects of local government functioning, including teamwork

7. MIAPA is equipped with the current analysis of existing legal barriers constraining improving management in local public administration, prepared by the consultants. This analysis and proposed activities form a starting point for legislative improvements.

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PORTUGAL

General framework

During the reference period, a new government (16th Constitutional Government) took office. As was defined by the previous government and continuing its work, Public Administration Reform has also been chosen as a key priority.

As envisaged by the previous government, a citizen-oriented public administration is carried out based on public service values and on the ethics of accountability. Merit, target definition and outcome assessment have been pinpointed as being of primary importance.

The Public Administration Reform programme launched in June 2003 has been taken up by the present government through field implementation. The legislative framework was completed namely with the coming into force of the law defining the legal status of the individual employment contract in public corporate bodies (Law n°3/2004, of 22 June).

In the search for a reinforced ethics and public service culture and a more dignified mission for the public administration and its staff and in line with rigour and excellence criteria, the following key building blocks have been identified:

- definition of the role of the state, its size and functions;
- training and qualification of managerial and non-managerial staff;
- development of e-government and overall use of IT;
- simplification of formalities and procedures in the administration-citizen relationship.

Measures

A. *In the ambit of the definition of the role of the state, its size and functions*

The entering into force on 1 February of framework legislation on the organization of Direct State Administration (Law n° 4/2004) and on Public Institutes (Law n°3/2004), to be followed by legislation for Independent Regulatory Bodies will make possible to meet the requirements for Public Administration Reorganization.

The Reform Follow-up Units (NAR) set up in every ministry and reform units set up in each organization as single interlocutors of NAR, have identified and evaluated state functions as well as the need for each service including identification of functions and organizations to be maintained, changed or abolished. The state must take up essential functions of the public service – those functions involving the exercise of power, regulatory functions, auditing and controlling – and outsourcing other outputs to civilian society through partnerships or management contracts, discontinuing those that are no longer useful.

The Commission for the Re-evaluation of Public Institutes is evaluating all existing institutes with a view to possible reorganization, merger or abolition. The said Commission has devised the review methodology and defined major matters to be taken into account in the light of requirements set out in the Public Institutes Framework Law.

B. In the ambit of the training and qualification of managerial and non- managerial staff

- development of training schedules and availability of training initiatives along with skills updating for new and present managers.

Creation of a top management course in public administration (CADAP)

The status of managerial staff of services and organizations within central, regional and local state administration, according to Law n° 2/2004, requires successful attendance at a specific training course for the carrying out of middle management duties. A top management course in public administration (CADAP) was created by Order n° 899/2004 of 23 July, with a view to preparing present and would-be managers to perform managerial duties within the various public administration organizations.

The course is based on an inter-disciplinary model and provides participants with knowledge and skills in the following areas:

- organization, leadership and strategic development;
- human, financial, and technological resources;
- legal, juridical and institutional framework, both at national and European levels;
- information and knowledge;
- quality, innovation and modernization;
- internationalization and community issues.

Creation of the top management seminar

This seminar is intended for holders of higher managerial positions and other managers who do not require specific CADAP professional training.

- development of systematic performance appraisal training initiatives;
- development of training initiatives on the Information Society to qualify Public Administration human resources.

In the ambit of e-government/e-administration development

The Action Plan for E-Government was passed in June 2003, and in the course of the last year the **Public Employment Pool (BEP)**, the **Public Administration Human Resources Database (BDAP)** and the **Citizen's Portal** were implemented. A number of initiatives are being carried out to generate transparent, efficient public services through the extensive, rationalised use of IT, to place the public sector among the best service providers in the country.

As for the **National Programme of Electronic Procurement** aimed at rationalizing costs and increasing transparency in the public sector, cost-saving master-projects have been developed in eight ministries in line with a previously defined strategic model for e-procurement. Various procurement procedures have been entered into and auctions have been held involving a significant number of entities within several ministries.

The **National Record of Suppliers** is a priority Project in the ambit of e-procurement and will form a central repository of appointed suppliers to facilitate their relationship with the public administration. This will permit cost saving and achieve structural gains inherent in the record, along with increased transparency in the public administration procurement procedure. A national public tendering procedure was launched to develop the National Record of Suppliers.

As far as the **Information Systems for Management** is concerned, the following tools are being finalised:

- Integrated Support System for Performance Appraisal in the Public Administration (SIADAP);
- Information System of Direct and Indirect State Administration Organizations;
- Digital Network to share Good Practices within the Public Administration.

In the ambit of simplification of formalities and procedures

A programme of de-bureaucratisation and administrative simplification is about to be launched with a view to streamlining citizen access to the use of goods and services delivered by the state, namely through simplifying formalities and procedures in the public administration and citizens relationship. The new culture is: The public administration at the service of the people. The programme will encompass concrete measures to eradicate useless formalities and disproportionate requirements, by reducing response-waiting time and to comply with legally set time limits.

SLOVAK REPUBLIC

Due to issues which occurred in the daily practice of civil service the process of implementation of the Civil Service Act and the principles contained therein has demanded several amendments to the Civil Service Act (No. 312/2001). One of them was the largest amendment of the Civil Service Act effective from 1 January 2004, which introduced several aims of the **Strategy of reform of employment in the public sector** into practice. This strategic document was approved by the Slovak Government in June 2003 and its purpose is to increase the competitiveness of the public sector in attracting quality employees, improve the remuneration of civil servants who perform strategic work and create state policies, increase the efficiency and flexibility of the public sector which should induce confidence in citizens and reflect the changing trends, currently mainly in connection with the approaching accession of Slovakia to the European Union. This document is the basis for a shift from a career-based civil service to a position-based, more flexible civil service system, mainly in the area of remuneration, by removing the seniority principle and introducing performance-related pay system, in the area of systemization of civil servants, horizontal mobility and civil service employment procedures.

- Government resolution No. 521/2004 on raising of salary for civil servants effective from 1 August 2004 (regular salary raising has to straighten the living standards and motivate the qualified staff to retain in civil service);
- Government resolution No. 690/2004 (following up gov.res. 328/2004) on changes in systemization approved for 2004 – performed 23.07.2004 (necessity of systemization changes for improving of administrative capacity – some of them as a reaction on SR full EU membership);
- Government took into consideration information about database actualization on civil servants those absolved training on EU matters (period 01.07.2003 – 29.02.2004 and 01.03.2004 – 30.06.2004) (Civil Service Office twinning activities continued on preparations for training of civil servants in EU matters and other kinds of training activities for civil servants – pilot training programs – even after SR integration the civil servants training in EU matters rest important for improvement of the Slovakia activities in EU structures);
- Based on gov. degree No. 900/2003 – National Quality program approved by government – implementation of CAF as a tool of quality improvement in service offices training seminars were held on CAF model in May, June and July 2004. Slovakia succesfull presentation of CAF implementation on 3rd Quality in Public Administration Conference (Rotterdam – September 2004);
- Establishment of the Personal Information System for management of the civil service in the SR. System is installed and fully operational – 30 June 2004;
- Government resolution No. 457/2004 on content and scape of training and content and scape of exam for temporary civil service (validity was changed from 01.06.2004 to 01.08.2004 by gov.res. No. 379/2004) (better possibilities for accepting qualified specialists in temporary service);

- Preparation for recruitment for the nominated civil service - CSO cooperates closely with service offices in an effort to ensure the strategic interconnection of labor force with performance of their duties and using of tools for human resource management for effective recruitment, selection, development and retaining of qualified persons in civil service.

More information:

Government of Slovak Republic	www.vlada.gov.sk
Civil Service Office	www.upss.sk
Public Administration	www.civil.gov.sk

SPAIN

The new situation

One of the main purposes of the new government is the creation in 2005 of an Agency for the Evaluation of the Quality of Services and Public Policies.

The Royal Decree 1320/2004 (28 May) that develops a new structure for the Ministry of Public Administration has introduced important changes to the responsibilities of the General Directorate of Inspection, Evaluation and Quality of Services (INECAL) as the body that will become the agency.

Although the INECAL is now covering a transition path, the current programs of enlarging the use of quality tools and models in central government administration have been maintained, so a part of the data in the following paragraphs have been merely updated.

Citizen's Charters

Objectives

The Citizen's Charters Programme aims to inform user-citizens of the services carried out by the organisations of the general state administration, the quality commitments in providing these services and the rights bound up therewith.

Results

Since this programme came into force (July 1999) a total of 176 Citizen's Charters have been published and a further 42 are in the pipeline.

The ministries with the greatest number of letters approved are employment and social services (social security area); public administration (government delegations and sub-delegations); and education, culture and sport (Archives and Museums).

The third monitoring procedure of declared commitments, concluded in July 2004, showed a commitment fulfilment ratio of 77.5%.

As regards local governments, according to the data furnished by the Public Service Quality Observatory (*Observatorio de Calidad de los Servicios Públicos*: OCSP), local governments in Spain have to date published over 1 000 citizen's service charters affecting diverse spheres of action thereof.

Actions to be carried out

As well as the maintenance and consolidation of the service the short term aim is to ensure that there is no ministry without a service letter in any of its units and that the number is increased in those that have the least.

Electronic Services Charter

Description

The aim of the electronic services charters is to inform citizens of the electronic services that are available to them and make known the technical operation requirements, indicating the quality commitments assumed in providing them by public bodies and departments.

Objectives

Ensure that potential users of electronic services are uniformly aware of their availability and what they consist of.

Results

Since this programme came into force (September 2003) a total of 12 Service Charters have been published and a further 16 are in the pipeline.

The Ministry of the Presidency is the ministry with the highest number of letters approved.

Implementation of Quality Management Systems in MAP

Under the “Strategic Plan 2004/2008 of the Sub-secretariat of the Public Administrations”, one of the latter’s projects is to set up the EFQM Excellence Model in 10 government delegations and sub-delegations within the time of one year, with the aim of improving the quality of the services provided for the general public.

The following projects are due to be carried out as part of the strategy for “setting up quality management systems in the MAP and in government delegations and Sub-delegations”:

- setting up the e-signature system in the procurement area;
- improving procurement management in peripheral services;
- organisation of fees, in the interests of improving the management and collection thereof;
- implementation of the Self-Assessment Procedure According to the EFQM and CAF Excellence Models

Objectives

The aim of this programme is to increase the use of the self-assessment procedure of the units making up the general state administration as a tool for the diagnosis and improvement of quality, using to do so a reference model widely used by the private and public organisations of the whole of Europe. The EFQM excellence model has been adapted to the public administration context by means of a Self-assessment Guide for the Public Administration, an in-house development that has already had three print runs.

The fourth edition, including the recent updates (refreshing review) proposed by the EFQM, has been available since May 2004. A new practical case is also ready to be distributed separately as a complement to this edition of the guide; this has been drawn up by a team including representatives of the local, regional and central government, coordinated by INECAL (Inspection, Evaluation and Quality of Services) and supervised by the *Club Gestión de Calidad* (Quality Management Club).

The Ministry of Public Administration is also promoting the implementation of the CAF model in local government. To this end the CAF guide has been translated into Spanish and an agreement has been set up with the Spanish Federation of Municipalities and Provinces (*Federación Española de Municipios y Provincias*: FEMP), which also includes training actions for the dissemination thereof.

A practical case has also been drawn up to accompany the CAF guide and facilitate the learning task. Since last June an electronic application for on-line self-assessment is also available. A database containing the results will be used as the basis for benchmarking.

Results

From July 1999 to date over 90 EFQM-model assessments of administrative units have been made.

The number of public servants of the general state administration who have received self-assessment training by INECAL amounts to about 2000.

Actions to be carried out

The objectives are quantitative and qualitative and common to both models: firstly, to step up the number of units using the self-assessment programme, both in the general state administration and local government and secondly to set up the corresponding networks and platforms for interchanging good practices, so that all organisations can mutually benefit from the improvements introduced as a result of the self-assessments.

Strategic Plan for the Technological Modernisation of the General State Government 2004-2007. CONECTA PLAN

Description

The Ministry for Public Administration is currently drawing up a legislature plan to “promote and give instruction on” the use of information and communication technologies in the Spanish general government structure.

Objectives

- Elimination or drastic reduction of queues of citizens and companies at government windows, both in terms of average waiting times and the number of persons who have to queue.
- Elimination or drastic reduction of the documentation from other government authorities that has to be furnished by citizens with their applications or claims.
- Development and promotion of Government to Citizen (“G2C”) e-government services in their successive stages: static information; interactivity, transactions; intergovernmental integration.
- Development and implementation of regular e-tendering and e-procurement procedures at the various government levels.
- Substantial improvement in the indicators laid down by the e-Europe Initiative.
- Mass-scale introduction of electronic signature and certification services.

- Reduction of the time spent on each proceedings, by means of the re-engineering thereof.
- Improvement in the co-ordination and interoperability of the Spanish Government's information systems.
- Reusability of applications and solutions, to be developed once and kept maintained and updated thereafter in a unified fashion so that they can be used by several government authorities.
- Improvement in communications between governments at central, regional and local level, and the security thereof.
- Ongoing training of public employees in the use of information technologies and management techniques.

For ease of implementation the plan has been broken down into five major lines of action or metaprojects:

- **CERTIFICA:** The electronic interchange of data instead of hard-copy administrative certificates. Its aim is to carry out projects designed to improve the efficiency of public services (phasing out of hard-copy certificates, encouragement and extension of on-line notifications) and to create high value-added services for e-government such as change of address, for example.
- **eDNI:** Electronic DNI (National Identity Document). This aims to guarantee the identity and digital signature of users. Key projects here are the electronic national identity document and the recognition of different e signature systems.
- **CIUDADANO.ES:** The creation of spaces and services for citizen attention and improvement of the general state government. Its main aim is to facilitate the access of citizens and entrepreneurs to integrated services and information, regardless of which government level is involved and which communication channel is chosen.
- **SIMPLIFICA.** Administrative simplification, by redesigning and pooling procedures. This is geared towards the simplification of processes and procedures by redesigning and pooling them, paying special attention to procedures involving different government levels.
- **MAP EN RED:** This involves the technological restructuring of the Ministry for Public Administration. The aim here is to update and improve the technological performance of the Ministry for Public Administration in various spheres: the communications network, internet portals (internal and external) and the services based on this infrastructure (online registration, aliens register, selection tests, etc).

Actions to be carried out

The Plan comprises 43 finalist projects to be carried out in the periods running from 2004 to 2007, with an estimated overall budget of €83 954 782.

Each line of action is broken down into finalist projects to be carried out throughout the whole legislature (2004-2007). All projects will be subject to a strict project management system for the monitoring, control and, where necessary, reorientation thereof. This is possible thanks to the information furnished by specific indicators in each case.

Quality and Good Practice Awards

Objectives

The Quality and the Good Practice Awards were created in 1999 in the general state administration to round out the two former programmes. The aim of this initiative was to institutionalise public recognition for organisations' improvement efforts, to encourage self-assessment and furnish information on good management practices. The awards have no money prize; they consist of an accreditative plaque and diploma and their advantage resides in the fact that the award winners are then entitled to cite this fact on their site and in their publications and printed matter, and also in that the corresponding recognition can be recorded in the individual proceedings of the persons taking part in the award-seeking activities.

Results

The Quality and Best Practice Awards were held for the first time in 2000. Four organisations of the general state administration competed for the Quality Award, the eventual winner being the Provincial Directorate of the INSS (National Social Security Institute) in Guipúzcoa. In the Best Practice awards there were 21 candidatures, 12 of them winning awards. The awards were handed over in a public ceremony held on 28 June 2001.

The awards were held for the second time in 2001. Ten organisations competed for the Quality Award, the winner being the Port of Castellón and with honourable mentions for the Inland Revenue Office (*Delegación de la Agencia Tributaria*) of Almería and the Provincial Directorate of the General Treasury of the Social Security (*Dirección Provincial de la Tesorería General de la Seguridad Social*) in Córdoba. There were 40 candidatures for the Best Practice Award, 15 of them eventually winning an award. The awards were handed over by the Minister of Public Administration in a well-attended ceremony held on 20 May 2002, and widely reported in the specialised media.

At the third time of asking, in 2002, there were 14 candidates for the awards, with an *ex aequo* award going to the Provincial Directorate of the General Treasury of the Social Security of Valencia and the Inland Revenue Office of Almería.

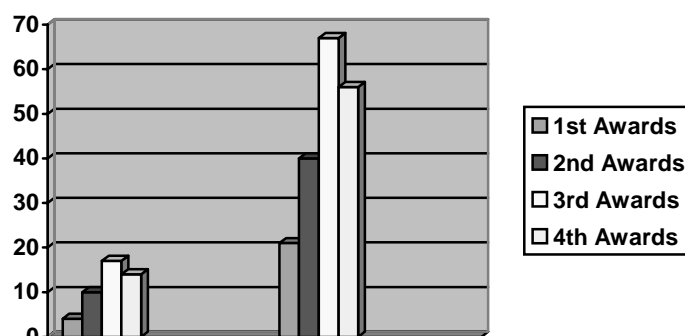
A new feature in this third year of holding the Quality Award was an agreement between the Ministry of Public Administration and the *Club Gestión de la Calidad* (National Partner Organisation of EFQM in Spain) whereby the latter organisation provided each assessment team with a qualified person to act as supervisor of the assessment process for each candidate organisation. This ultimately enabled nine of the award candidatures to obtain a Seal of Excellence on the basis of the score obtained in the final report of the assessment team.

For making the Seal of Excellence arrangements the *Club Gestión de Calidad* has an ongoing agreement with the accreditation entities BVQI, LRQA, SGS and TÜV Internacional.

There were 63 candidatures for the 3rd Best Practice Awards, 12 of them eventually winning an award.

The announcement of the 4th Awards was published in November 2003, coinciding with the European Quality Week. The number of candidatures for the Quality Award amounted to 11 while there were 56 applications for the Best Practice Awards.

Next November 10th 2004 in an Official ceremony the awards will be given.



The steady upward trend in the number of award candidatures through the four years of holding the awards shows the magnificent reception that this activity has had among the units of the general state administration. It is clear that the introduction of self-assessment systems in the organisations has had a strong modernisation effect.

For carrying out the activities involved in the award arrangements a collaboration agreement has been signed with the *Club Gestión de Calidad* (Spanish representative of the European Foundation for Quality Management, EFQM) under which accredited training in the EFQM model has been given to 150 public servants who have taken part or are going to take part in the external assessments of the award candidatures in the four years it has been held. The Club also puts forward experts on the matter for sitting as jury members.

The Ministry of Public Administration also publishes a guide to drawing up the obligatory reports for Quality Award candidatures, according to the EFQM model, updating the contents thereof in line with the modifications made to the criteria and criteria parts of said model.

Activities to be carried out

Once the 2003 awards have been handed over, arrangements will start for the 5th year of the awards, following a similar timetable to that used for the 4th.

“Implementation of a telematic transmission system giving information on contributions to MUFACE” Project:

This project is currently in test phase and is due to be put into operation at the end of this year.

Order APU/284/2004, published on 2 February (BOE [Official State Gazette] of 14 February 2004), deals with the procedure for the payment of associates’ contributions to the General Mutual Insurance Society for Civil Servants (MUFACE in Spanish initials).

This is a telematic transmission system by internet for the management and control of information on contributions, permitting instant transmission and validation.

Results

The following results are sought with this new procedure:

- reduction of contribution-information processing times;
- improvement in the control of MUFACE contributors;
- reduction of the amount of information containing errors;
- pension scheme of the general state government

This pension scheme will be set in motion throughout this year; work is currently underway on fine tuning some final details such as the contributions to be attributed to each employee, the management entity to run the scheme, pension funds into which the scheme will be integrated, rights corresponding to the participants and the setting up of the participants' office.

The Official State Gazette (*Boletín Oficial del Estado*) of 14 October 2004 published the Decision of 7 October 2004 handed down for general information by the Secretariat General for Public Administration and the Secretariat General of Budgets and Expenditure, giving publicity to the Agreement of the Control Committee of the Pension Scheme of the General State Government of 30 September on the incorporation of participants into said scheme. This decision also publicised the specifications of the pension scheme as approved by said Control Committee.

In 2004 the general state government will designate 0.5% of the total payroll of its public employees to financing the contributions to the pension scheme, determining the contributions corresponding to each employee in proportion to the base salary and the number of years of service in three-year periods (equal sum per three-year period for each employee), thus benefiting those with the greatest length of service. These contributions will be made directly by the government without being conditional on the employee making any personal contribution; these will always be voluntary in character.

SWITZERLAND

Fiche de données provisoire (résumé – la version définitive sera présentée après la réunion du Comité de la gouvernance publique des 28 et 29 octobre 2004)

Sous peu, la délégation suisse présentera des fiches de données décrivant des évolutions récentes et des pratiques prometteuses dans le domaine de la gestion publique. Elles traiteront des thèmes suivants :

- **système intégré de gestion des affaires à la Chancellerie fédérale :** à moyen terme, la Chancellerie fédérale disposera d'un système intégré de gestion des affaires comprenant une gestion centralisée des processus, un archivage électronique et une gestion documentaire informatisée. Dans un deuxième temps, le système sera couplé à ceux des ministères et couvrira la gestion des affaires au niveau gouvernemental ;
- **système informatisé de gestion des affaires et de planification du gouvernement :** progressivement, les séances du gouvernement fédéral suisse sont gérées par un nouveau système informatique de gestion des affaires et de planification. En fin de compte, toute la procédure gouvernementale, y compris la consultation entre les membres du gouvernement, sera entièrement gérée par ce système ;
- **stratégie en matière de cyberadministration :** la cyberadministration suit une stratégie qui impose des normes et de bonnes pratiques à tous les échelons de l'État. Les projets en cours dans ce domaine concernent par exemple la communication électronique entre autorités, le vote électronique, la reconnaissance et la réglementation de la signature électronique, et l'introduction de la carte d'identité électronique ;
- **vote électronique:** le projet « Vote électronique » vise à étudier et à offrir la possibilité de tenir les scrutins populaires (votations et élections) par voie électronique. Des essais ont déjà été menés au niveau communal et dans le cadre de votations fédérales ;
- **www.ch.ch:** en collaboration avec les cantons et les communes, la Chancellerie fédérale exploite le portail www.ch.ch, qui vise à simplifier 24 heures sur 24 la communication électronique avec les organes de l'État, à faciliter l'accès aux informations disponibles et à rendre ainsi plus transparente l'action des autorités à tous les échelons étatiques. À plus long terme, une communication électronique systématique devrait être instaurée ;
- **loi sur la transparence de l'administration :** une nouvelle Loi sur la transparence vise à accroître la transparence de l'administration fédérale. Tout un chacun aura le droit de consulter des documents émanant des autorités. Une limitation d'accès devra désormais reposer sur des bases juridiques concrètes. Une procédure simple et rapide devra garantir l'accès aux documents. Le projet est actuellement examiné par le Parlement ;
- **loi sur la procédure de consultation :** la procédure de consultation est l'instrument principal par lequel le gouvernement suisse associe à ses projets les états membres de la Confédération (cantons), les partis représentés à l'Assemblée fédérale et les associations d'importance

nationale ; elle vise à obtenir le consensus. Une nouvelle loi devrait améliorer et mieux réglementer cette procédure. Le projet est actuellement examiné par le Parlement ;

- **programme de la législature** : le programme de la législature expose la stratégie politique et le programme d'action du gouvernement pour les quatre ans de la législature. En vertu d'une nouvelle loi, le Parlement peut amender ce programme : une première tentative dans ce sens s'est toutefois soldée par un échec, et une adaptation de la procédure est actuellement discutée. Par ailleurs, la banque de données gouvernementale a été complétée par un module de planification, qui permettra un meilleur suivi des affaires les plus importantes ;
- **état-major de prospective (groupe de réflexion)** : l'état-major de prospective de l'administration fédérale est un organe interministériel chargé d'analyser la situation en vue de la planification gouvernementale. Ses membres sont des dirigeants issus des offices spécialisés de la Confédération, eux-mêmes chargés de tâches prospectives ;
- **rapport « Défis »** : le rapport « Défis » est une vaste analyse contextuelle de la situation interne et de l'environnement international, qui sert essentiellement à l'élaboration du programme de la législature. Il expose les problèmes les plus importants qui pourraient se poser à la Suisse, et répertorie les options quant à une action suprasectorielle ;
- **indicateurs en tant qu'instruments de conduite** : le système d'indicateurs en tant qu'instruments de conduite répond à un mandat du Parlement en rapport avec le programme de la législature. Aucune nouvelle statistique n'a été créée, mais les statistiques existantes ont été présentées de façon plus politique. Elles ont été sélectionnées et transformées en indicateurs de manière à générer directement des objectifs politiques ou à suggérer des actions. Une grille uniforme de définition et d'interprétation a été appliquée ;
- **programme d'évaluation au niveau fédéral** : les offices fédéraux continuent de porter la responsabilité première de l'évaluation, et ceux qui sont investis de tâches intersectorielles sont invités à renforcer leur rôle de coordination et de soutien. Les ministères (départements) et la Chancellerie fédérale joueront également un rôle plus actif. Le gouvernement détaillera ses priorités fondamentales. D'une façon générale, les évaluations mesureront davantage l'efficacité des actions ; la qualité, l'économicité et la transparence, tant pour les décideurs que pour le public, gagneront en importance.

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TURKEY

The right to access information

The Law on Right to Access Information no. 4982, adopted on 9 October 2003 with an aim to regulate the principles and procedures of the rights of citizens to access information in line with the principles of a democratic and transparent management such as equality, impartiality and openness, was enacted on 24 April 2004. Since then, information Offices have been established in all ministries as specified by the law and regulation provisions and online applications have become available. Once the Law on Right to Access Information became effective, transparency in public management enhanced and new principles were introduced for replying institutional or individual complaints. The law stipulates that all proceedings carried out by the administration in connection with the individuals may be enquired by the relevant persons.

According to the Law:

- Turkish citizens as well as the foreign nationals residing in Turkey shall enjoy the rights stated in the Law on Right to Access Information in line with the principle of reciprocity.
- Citizens shall obtain information about the proceedings of all public institutions and agencies as well as the public professional organizations. Foreign nationals residing in Turkey and legal persons may demand information about their relevant fields of activity.
- Applications may be lodged in form of petitions, by filling out the printed forms as specified by the Law or by e-mail or fax. The applicant must write down his/her full name, address and signature.
- The application must address the relevant institution from which the information is demanded.
- The applications for information shall be replied to in 15 work days.
- In case of refusal to an application, the applicant may issue a written appeal to Access to Information Evaluation Council within 15 work days. The Council shall reach a decision within 30 working days.

The council comprises nine members among whom are:

- a member proposed by the Court of Appeals among its officials;
- a member proposed by the Council of State among its officials;
- a professor or an assistant professor in the fields of criminal law, administrative law and constitution;

- one of the two nominees of the Turkish Union of Bar Association who fulfill the qualifications of the chairman post;
- two members who hold the posts of general directors at least;
- a judge performing administrative duties in the Ministry of Justice, proposed by the Ministry of Justice.

Ethic Council for Public Officials

The Ethic Council for Public Officials was founded by the Law no. 5176 of 25 May 2004 with an aim to identify and monitor the adherence to the principles such as transparency, impartiality, integrity, accountability and acting for the common good by which the public officials must abide.

The Council of Ministers appoints the members of the Council and entrust them to make and implement decisions on the matters covered by the law. Chair is appointed among eleven members among whom are:

- a former minister;
- a former metropolitan mayor;
- former members of the Court of Appeals, the Council of State and the Audit Court respectively;
- three members who are either former undersecretary, ambassador, governor or chair of independent and regular boards;
- two members who formerly held or retired from the posts of rector or dean in universities;
- a former senior manager of a public professional organization.

The Council shall:

- prepare regulations for identifying the principles of conduct for public officials while fulfilling their daily duties;
- in case of an alleged violation of ethical principles of conduct, carry out inquiries and researches *ex officio* or upon applications and inform the relevant authorities of the results;
- launch and support studies to improve the ethical culture in public sector;
- have the power to demand information and documents from ministries and other public institutions and agencies if the subjects of the applications necessitate so;
- in accordance with the Law no. 3071 on The Right to File a Petition, start proceedings on applications which concern no less than a position than the general director or his equivalence in alleged incidents of unethical conduct in ministries, public institutions and agencies covered by the Law;

- determine the equivalent positions of the general director. Applications concerning the alleged unethical conducts of other public officials shall be considered by the discipline boards of the relevant institutions;
- evaluate the applications and decide in three months at the latest whether there is any actual violation of the principles of conduct. The results of the inquiries shall be submitted to the Prime Ministry and the relevant parties;
- submit the Council Decision to the Prime Ministry to be issued in the Official Gazette in case the Council decides that there is actual violation of the principles of conduct as a result of the inquiries;
- have the power to demand information from institutions and private institutions covered by this Law;
- prepare the regulations which set out the details for the implementation of this Law. The regulations of the Council shall become effective after the approval of the Prime Minister;
- have the power to conduct an inquiry on Property statements if it deems necessary. In order to control the authenticity of the property statements, the relevant persons and institutions shall be obliged to submit the information demanded by the Council within 30 days.
- have the power to determine the margins of acceptability of the gifts and demand at the end of every calendar year the lists of gifts accepted by senior officials or equivalent positions.

Metropolitan Municipalities Law

Allocation of authority, duty and resources between the center of government and the local administrations has taken on great importance in line with the restructuring efforts in Turkish public management. Accordingly, Metropolitan Municipalities Law no. 5216 was adopted and issued in the Official Gazette on 23 July 2004. The law regulates the legal status of the management of the metropolitan municipality, aiming to provide better planned, efficient and effective services.

Different management models are needed to handle the wide variety of problems encountered in metropolitan municipalities. Metropolitan municipalities provide the common local services using a two-tier organizational structure. Improvements in the public structure also necessitate reforms in metropolitan municipalities, which are expected to be effective, transparent, accountable and participatory. That is the main objective of the Metropolitan Municipalities Law. The law regulates the establishment, organization, duties and competences, revenues and organs of district municipalities, metropolitan municipalities and first tier municipalities as well as the relations between each other. Since the duties of the metropolitan municipalities are clearly listed in the Law, they shall not undertake any other duty or service. District and first tier municipalities may undertake common local services other than the ones stated in the Law and which are not allocated to any institution by law.

SIGMA Program

Turkey gives priority to the establishment of a public management system that would effectively implement the acquis.

As a part of its efforts of restructuring the public management, Turkey joined the OECD SIGMA Program financed by the EU. Within this framework, SIGMA delegation visited Turkey to carry out studies and contacted the relevant authorities.

Training on Regulatory Impact Analysis

Most of the draft laws concerning public management, particularly the establishment laws of the institutions stipulate the implementation of Regulatory Impact Analysis. However, it is thought that the officials need to be better trained and informed about regulatory impact analysis. In this regard, OECD experts gave a lecture for Turkish public officials in Ankara in April 2004. Over 200 public officials actively working on regulatory issues in public institutions and agencies were present. OECD will also organize a training program in Istanbul in November 2004 on Regulatory Impact Analysis for Turkish public officials especially working at the leading regulatory institutions such as the Prime Ministry, State Planning Organization, State Personnel Presidency and the Ministry of Finance.

UNITED KINGDOM

Introduction

1. Over the past few years the UK has seen an unprecedented rise in public spending. The Prime Minister and Cabinet want to use this money to achieve a dramatic improvement in public services, with a greater focus on responsiveness to customers. The aim of the current wide range of reforms is to improve the benefit to the public of the work the Civil Service does. There has been major investment in public services, and there is a corresponding and proper pressure to see that the benefits are delivered. While entrenching the core values that are an enduring strength of the Civil Service, we are also raising the capacity of the Civil Service to secure outcomes and its ability to adapt to changing circumstances.

Public Service Reform

2. The UK programme of work to transform public services has been informed by the four principles set out by the Prime Minister in 2001 for public service reform, namely:

- **High national standards and accountability** – so that all our operations are raised to the performance of the best, giving all customers access to high-quality services;
- **Devolution to the frontline** – with the centre of government letting go and giving frontline professionals freedom to tailor services to customer needs;
- **Flexibility** – by removing artificial bureaucratic barriers which prevent staff improving local services and by being flexible about how we provide services so that the public can access them when and where they need to;
- **Choice** – so that customers are increasingly given the types of options they take for granted when interacting with the private sector.

2.1 Recently, the Prime Minister again laid out his vision for public service reform, noting that *“we are proposing to put an entirely different dynamic in place to drive our public services: one where the service will be driven not by the managers but by the user – the patient, the parent, the pupil, and law abiding citizen”*. As the public service reform programme of work accelerates, we will be focusing attention on these aspects of personalisation and choice.

Civil Service Reform

3 Sir Andrew Turnbull, the Head of the Home Civil Service, who reports directly to the Prime Minister, is leading a programme of reform for the Civil Service. The four basic elements of his reform programme are built around departmental effectiveness; leadership and skills; an effective centre of government; and efficiency

3.1 **Departments.** As part of their efforts to deliver high quality public services, departments are creating smaller, more strategic, headquarters

which push resources out to the front line and free up those best able to deliver. For example, the Department of Health is slimming down its headquarters by 38% and distributing more power closer to the front line in order to deliver the kind of services patients and the public want. Similar programmes are underway across the Civil Service.

3.2 Key departments responsible for the delivery of public services have developed **five-year strategies**, which set out how they will be building on the investment and reform of the past years. These five-year strategies explain how citizens are being put at the heart of public services, by giving them choice, personalisation and voice; and by embedding a process of continuing improvement.

3.3 **Leadership and skills.** All high performing organisations have one thing in common – high quality leaders. We have therefore set a vision for what we want our leaders to look like:

Visible leaders who inspire trust, taking personal responsibility for delivering results effectively and swiftly; working in teams which are more than the sum of their parts and across traditional boundaries, focused on strategic outcomes, matching resources to business priorities, honest, courageous and realistic with staff and Ministers, constantly learning.

3.4 We are taking several initiatives to develop those identified as having the potential to reach the very top. Senior leadership training and development is being improved and a High Potential Development Scheme is up and running to develop the next generation of leaders in the Service. Generally, departments are taking a more robust approach to performance management and are actively managing the careers of Senior Civil Servants to ensure that people stay long enough in post to deliver priorities, but not so long that they become stale and complacent.

3.5 We are also moving away from the abiding myth of the “talented generalist”. Departments have made good progress in appointing individuals with professional skills and demonstrable track records to fill key specialist roles, such as finance, human resources and communications. To develop professional talent, the Civil Service is providing better training and development opportunities and different career paths for those already in the Service. It is also opening up to talent coming in from outside – from the public, private and voluntary sectors – and encouraging interchange between these sectors. We will shortly be consulting civil servants on an altogether new approach to professional skills in government.

3.6 **An Effective Centre of Government.** As well as reforming delivery of services, the Civil Service is reviewing how those at the centre of government can support departments effectively in the delivery of their priorities. We are developing a cluster of Centres of Excellence in key functions, such as procurement, strategy and information technology. The Centres of Excellence will provide a driving force for the establishment of professional disciplines in

departments and will be a source of support to networks of professionals across the Civil Service, giving support and advice and providing services best delivered centrally.

3.7 Efficiency. As part of the Spending Review 2004, Sir Peter Gershon's Review of Public Sector Efficiency found that, by 2007-08, the Civil Service could deliver more than £20bn in savings from activities that could be undertaken more efficiently, thereby releasing significant resources for front line services. The proposals will result in a gross reduction of over 84,000 posts in the Civil Service and military personnel in administrative and support roles. Departments are developing their own plans for implementing efficiency savings. They will be assisted by the centre, both in terms of framework that is being put in place to realise the efficiency gains and in addressing systemic issues, such as the need to strengthen financial management. More information on the Spending Review 2004 is available from: http://www.hm-treasury.gov.uk/spending_review/spend_sr04/spend_sr04_index.cfm

3.8 Relocation. As part of the Spending Review 2004, the Government decided to implement recommendations from Sir Michael Lyons on public sector relocation. The Lyons Report raised important issues for the future pattern of government services, demonstrating that the current concentration of activity in and around London is inconsistent with the Government's objectives for efficiency and regional development. Departments have confirmed 20,000 jobs for dispersal from London and the South East, which should be completed by 2010. There will also be a presumption against London and the South East as locations for all government functions other than face-to-face services. The Lyons Review is available from: http://www.hm-treasury.gov.uk/consultations_and_legislation/lyons/consult_lyons_index.cfm

3.9 The E-Government Unit has been established to work with departments to deliver efficiency savings while improving the delivery of public services by joining up electronic government services around the needs of customers. The e-Government Unit, which takes on the majority of the work previously undertaken by the Office of the e-Envoy, has roles across nine broad areas in central government, including strategy and architecture of ICT across government, as well as providing a Centre of Excellence for IT finance, IT human resources; security, supplier management and research into ICT. For the latest information on our work to deliver e-Government please visit the following websites: www.e-envoy.gov.uk and www.ukonline.gov.uk.

3.10 Government Communications. In line with recommendations set out in the independent Review of Government Communications, following an open competition a Permanent Secretary, Government Communications, has been appointed to provide strategic leadership for communications across Government.

Civil Service legislation.

4 Following the publication in January 2004 by the House of Commons Public Administration Select Committee of a draft Civil Service Bill, the Government gave a commitment to bring forward its own draft Bill for consultation in this parliamentary session. Work is currently in progress on the Government's draft.

Civil Service Recruitment.

4.1 In March 2004, the Civil Service Commissioners, who are responsible for regulating appointments to the Civil Service, published a revised Recruitment Code setting out the legal and procedural requirements for recruiting civil servants.

4.2 In its response to the Ninth Report of the Committee on Standards in Public Life, published last September, the Government indicated that it wished to discuss with the Civil Service Commissioners whether the distinctions between different types of public appointment competition continue to be justified. The new Recruitment Code includes a revised formulation dealing with the involvement of Ministers which accommodates their interest in competitions for certain posts whilst maintaining a system which gives assurance that appointments are made on merit. Details of the revised Code can be found at: www.civilservicecommissioners.gov.uk

UNITED STATES

Report on US Public Management Improvements

The United States Government is working to achieve better results for the American people. The President's Management Agenda, a strategy for improving the effectiveness of the federal government, is helping agencies establish important management disciplines that enable them to produce better results.

In August, the government reported on its progress over the past three years. **The Federal Government is Results-Oriented** describes achievements to date and how they benefit employees. Agencies also prepared reports focusing on their specific accomplishments. A summary is provided below.

The President Management Agenda, launched in August 2001, helps agencies adopt new disciplines that sharpen their focus on reports. These disciplines include

- collecting timely and accurate financial data and using it to inform decisions;
- holding managers and employees accountable for their performance;
- pursuing improvements in efficiency and effectiveness of federal programs.

The focus on results means that federal managers regularly ask themselves if the programs they administer are achieving the desired result at an acceptable cost. If the answer is "no" or "I don't know," they do something about it. While much work remains for the federal government to produce all the results the American people expect, there are many successes.

- The Veterans Health Administration delivers safe, effective, and convenient care to comparable to private sector health care to over five million patients annually, using state-of-the-art information technology and care coordination practices.
- The National Weather Service improved its warning and forecasts to better protect lives and property. In 2002, the National Weather Service increased its tornado warning lead time from 10 to 12 minutes.
- The Community Health Centers program provides grants to health centres to provide medical care to uninsured, underserved, and vulnerable populations in rural and urban areas. From 2000 to 2003, the program increased the number of people served by 30%.

The President's Management Agenda is comprised of five government-wide initiatives and 10 initiatives that focus on particular program areas. A summary of the five government-wide initiatives and key achievements is below.

Strategic Management of Human Capital – having the processes in place to ensure the right person is in the right job, at the right time, and is performing well.

Key achievements:

- 92% of agencies have strategies to ensure they are developing future leaders.
- 92% of agencies have identified skill gaps in critical occupations and 77% are working to reduce or eliminate them.
- 65% of agencies have performance evaluation systems that clearly define what is expected of each employee and how they are performing relative to those expectations

Competitive Sourcing – regularly examining commercial activities performed by the government to determine whether it is more efficient to obtain such services from Federal employees or from the private sector.

Key Achievement: The more than 660 assessments completed by agencies in 2003 cost \$88 million to conduct and are expected to yield \$1.1 billion in savings over the next three to five years.

Improved Financial Performance – accurately accounting for the taxpayer's money and giving managers timely and accurate program cost information to inform management decisions and control costs.

Key achievements:

- Agencies are preparing their financial reports in about 80 days, as compared to the 150 days two years ago.
- The number of auditor-identified material weaknesses has been reduced.
- The Department of Agriculture and the Agency for International Development received cleaned audit opinions for the first time in their histories.

Expanded Electronic Government – ensuring that the federal government's \$60 billion annual investment in information technology significantly improves the government's ability to serve citizens, and that IT systems are secure, and delivered on time and on budget.

Key achievements:

- 70% of the federal government's information technology systems are secure compared with 26% three years ago.
- 72% of agencies have mechanisms in place to validate performance relative to cost, schedule, and performance goals for their information technology investments, and half of those agencies meet at least 90% of their cost, schedule, and performance goals.

Budget and Performance Integration – ensuring that performance is routinely considered in funding and management decisions and that programs achieve expected results and work toward continual improvement.

Key achievements:

- The federal government has systematically assessed more than 600 federal programs, approximately 60% of the budget.
- 65% of assessed programs have defined and are tracking clear outcome goals to measure their results.
- 67% of assessed programs have efficiency measures in place to manage costs.

The complete report and detailed agency reports can be found at <http://results.gov/agenda/index.html>.

Electronic Government

This initiative has two principle components: strengthening agencies' internal management of information technology and implementing government-wide e-government initiatives to maximize productivity and benefit the taxpayer. Agencies are improving IT management by:

- developing strong business cases to support major IT investments;
- adhering to cost, schedule, and performance goals;
- securing IT systems to acceptable levels.

Agencies have successfully completed major development milestones for the e-government initiatives. These initiatives continue to deliver improved results to citizens, businesses, and government agencies. Some examples of the results include:

- IRS Free File allowed 3.4 million U.S. taxpayers to file their 2003 taxes online, increasing 26% from 2002.
- Grants.gov made 166 grant programs available for electronic application and over 1 000 grant applications have been received electronically since its launch.
- E-Training has more than 220 000 federal employees use the golearn.gov site to complete over 200 000 e-training course costing pennies per course.

You can find more information on these and additional e-government projects at <http://www.whitehouse.gov/omb/egov>.

CHILE

En ce qui concerne les avancées dans le processus de modernisation de la Gestion Publique au Chili, il est pertinent de mentionner les aspects suivants:

1. Depuis plus d'un an toutes les forces politiques se sont entendues afin d'avancer dans le processus de modernisation de l'Etat et la Gestion Publique a été définie comme un axe pertinent. A cet égard, il a été approuvé la législation suivante concernant :
 - La Professionnalisation du Service Civil, ce qui implique un nouveau système de désignation de la haute direction publique, de nouveaux mécanismes de promotion au sein de l'Administration et la création de la Direction du Service Civil¹.
 - La Loi de Procédure administrative qui, entre autres, fixe des délais pour l'exécution des procédures, instaure le « silence administratif » et assure à la population que, dans la réalisation de ces procédures, il ne sera pas demandé de présenter des documents que l'Etat possède déjà.²
 - L'Augmentation des niveaux de transparence et de probité dans le travail public, par exemple, concernant les dépenses électorales et le control du lobby³.
2. L'introduction des nouvelles technologies d'information et de communication dans le travail de l'Administration (gouvernement électronique) a entraîné d'importantes avancées dans la gestion publique dans les domaines suivants :
 - Le Service aux personnes, aussi bien sur la provision d'information concernant les démarches que sur la possibilité d'effectuer plus de 240 démarches en ligne via Internet.⁴
 - Le fonctionnement plus efficient et efficace des différents Services Publics⁵.
 - La transparence dans l'information livrée par l'Etat aux citoyens⁶
3. L'utilisation du processus budgétaire, depuis son élaboration, approbation, exécution et évaluation en tant que mécanisme permettant d'augmenter l'efficiency et l'efficacité de la gestion publique ; Pour y parvenir, on utilise les instruments suivants :
 - Le développement d'indicateurs d'exercice de fonction afin d'évaluer les actions des différents Services et les programmes qu'ils exécutent.
 - L'évaluation systématique des programmes du gouvernement par des évaluateurs externes afin de posséder des éléments pour une meilleure exécution.
 - Recours aux "Fonds de Concours" afin d'assigner des ressources pour les nouvelles initiatives de programmes qui dépassent le budget inertiel.
 - Utilisation de Programmes d'amélioration de gestion, qui comprennent onze zones de travail pour la quasi totalité des Services publiques et qui, ayant du succès, entraînent une augmentation de rémunérations pour l'ensemble des fonctionnaires de ces Services de 3% à 1,5 % l'année suivante.
 - Les Bilans de Gestion de chaque service publique publiés tous les ans sur le site WEB et donc disponibles pour toute personne intéressée⁷.

¹ Voir www.modernizacion.cl/1350/article-48255.html y www.modernizacion.cl/1350/article-48173.html

² Voir www.modernizacion.cl/1350/article-41186.html , www.modernizacion.cl/1350/article-56020.html et www.modernizacion.cl/1350/article-41183.html

³ Voir r www.modernizacion.cl/1350/article-462194.html

⁴ Voir www.tramitefacil.cl

⁵ Voir www.modernizacion.cl/1350/article-41171.html y www.modernizacion.cl/1350/article-57023.html

⁶ Voir www.gobiernodechile.cl , www.estadodechile.cl y www.dipres.cl

⁷ Voir www.dipres.cl/fr_publicaciones.html

SLOVENIA

Changes and amendments of law on general administrative procedure

Goals

- principle goal of changes and amendments of law is to increase the efficiency of proceedings;
- implementation of new arrangements in service-oriented policy;
- establishment of electronic services (e-government project).

Principle solutions (three groups)

Arrangements for moving towards the citizens and simplification of proceedings

- Changes in **territorial field of application**: with a regulation on certain proceedings the government has the possibility to exclude provisions on territorial field of application. This action then facilitates citizens to exercise their rights in front of subject-matter jurisdiction body anywhere in the state (example: replacement of the documents – at the moment this is possible only at the jurisdiction body of your permanent residence).
- **Facilitating co-operation of bodies on different levels of administration** – when decisions are taken in the ministry on the first level, in accordance to lower the costs of proceedings, the cooperation with territorially organised state bodies is needed. In this case **citizens are not forced to exercise their rights at the ministry only**.
- The arrangement of collecting information from official registers in the official capacity is amended in a way that clarifies the following: a body performing the proceeding is in title to collect all the information (**including the personal ones**), which are needed to take a decision in the matter; however the client may decide to collect and provide the information himself.
- Re-establishment of **administrative verification** of signatures, transcripts and copies adds significantly to efforts of simplifying procedures. Due to re-establishment the notary verification will not be needed anymore, since all the verifications needed for the purposes of administrative procedures will be available at administrative bodies.
- Changes of provisions on **servicing notifications** – next to the arrangement of electronic notification service which has the same legal status as personal notification service, the provision to leave the notification in the mailbox after the expiry of deadline and not returning it to sender, is added.

Electronic services

- wider regulation of electronic applications;
- keeping records of notifications and releases, and monitoring procedures through internet;
- **(personal) electronic notification** service will make the issuing also of electronic decisions feasible;
- establishes so-called, **single information system** for receiving applications, monitoring notification service and to provide information, for the whole state administration and public authority holders with possibility of including also municipality administration. This information system facilitates electronic services between all bodies of public administration and clients. Electronic services will be available to **all holders of qualified digital certificates** (not just those issued by the government);
- authorises the government to arrange simplified communication channels in certain procedures (example: to make applications over the telephone).

Arrangements to increase efficiency of administrative proceedings

- suggests simplification as follows: public authority holders are responsible for the enforcement of their own acts, decisions without intervention from the state bodies.
- changes concerning **the role of interested parties** (*i.e.* other than parties involved) in proceedings. From interested parties is required an active role otherwise they are submitted to procedural sanctions. With this a higher standard of legal certainty of the parties is achieved and faster solution of proceedings is enabled.